

FINANCIAL TIMES

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Tough struggle to reform

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French election

Assertion of Elysée power

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Oklahoma bomb trial

Rightwing militias in the spotlight

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FT WEEKEND

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TOMORROW

World Business Newspaper <http://www.ft.com>

FRIDAY APRIL 25 1997

Brussels to get wider powers on monopolies

A substantial reform of EU anti-monopoly rules is on the cards after Britain dropped its objections to giving the European Commission greater powers to vet cross-border mergers. The changes will speed regulatory procedures for companies involved in cross-border mergers. The Commission can block or place conditions on mergers that damage competition inside the single market but, at the moment, companies have to seek approval from competition authorities in the member states involved. Page 16

Albanian bank chief out: Albanian president Sali Berisha has removed the governor of the Bank of Albania, the highly respected Kristaq Luliku, who warned the government of the danger posed by the growth of fraudulent pyramid finance schemes. He has been replaced by Mr Qamili Tuaha, deputy director of the country's National Commercial Bank.

Iraq 'hiding biological weapons': Iraq has still not disclosed the full extent of its secret weapons programme and there would be "heavy risks in lifting sanctions while the present regime is in power", according to the latest UN inspection team to visit the country. Page 4

Russian reformer made energy minister: Boris Nemtsov (left) Russia's reformist first deputy prime minister, has also been made minister of fuel and energy. His appointment is a further sign of the growing power of young, market-oriented politicians brought into government by President Boris Yeltsin. Page 2

EU challenge to Argentina: The European Union has filed a formal complaint against Argentina at the World Trade Organisation, claiming that customs duties and labelling regulations affecting imports of footwear and textiles breach international fair trade rules. Page 5

Japan to allow organ transplants: The lower house of the Japanese parliament approved a bill to give legal recognition to the principle of brain death, lifting what was in effect a ban on organ transplants unique in the developed world. Page 6

Doubts over Juppé's future: A close aide to President Jacques Chirac suggested the French left should cease personalising its attacks on Alain Juppé, the prime minister, because the president might name "a new team" if the coalition retained power. Page 3

Ukraine to set currency trading band: Ukraine will today unveil a 10 per cent trading band for its currency, the hryvnia, after agreeing a compromise with the International Monetary Fund on a crucial three-year loan. Page 3

Turkish government under threat: Turkish financial markets fell heavily in the first day of trading after a week-long public holiday amid fears that the Islamist-led government was about to collapse under intense military pressure. Page 8

Rush to sign Burma deals: US companies signed more investment deals with Burma in February than in the whole of the past eight years - \$300m worth - as they dashed to conclude talks before President Bill Clinton banned new US investment there. Page 16

N Korea sets talks conditions: North Korea indicated it would only join peace talks with South Korea after several conditions were fulfilled including food aid, US diplomatic recognition and an easing of trade sanctions. Seoul rejected the proposals. Page 18

Across the great divide: The first ship to sail directly from Taiwan to communist China in nearly half a century is due to arrive in the port of Xiamen on the south-eastern coast of China today. Page 5

International Business Machines led a rally in US high tech stocks yesterday, following its higher than expected first quarter earnings report. Page 17

ICI's status as one of Europe's leading chemical companies took a further knock as it unveiled a sharp fall in profits. Page 17

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STOCK MARKET INDICES	
New York: Dow Jones Ind. 8,003.9	(-8.83)
NASDAQ Composite 1,232.06	(+4.82)
Europe and Far East	
CAC40 3,530.83	(+6.19)
DAX 3,287.36	(+1.41)
FTSE 100 4,305.5	(+0.8)
Nikkei 18,696.07	(-37.40)
US LUNCHTIME RATES	
Federal Funds 5.5%	
3-mth Treas. Bill Yld 5.31%	
Long Bond 5.9%	
Yield 7.11%	
OTHER RATES	
UK 3-mth Interbank 0.8%	(63.94)
UK 10 yr Govt 7.7%	(87.5)
France 10 yr Govt 7.7%	(87.5)
Germany 10 yr Govt 7.7%	(87.5)
Japan 10 yr Govt 7.7%	(87.5)
NORTH SEA OIL (Argus)	
Brent Oil 17.80	(17.42)
Brent Oil 17.80	(17.42)
STRENGTH	
DM 1.7584	(2.7797)
DM 1.7584	(2.7797)

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Nomura head pledges action as profits fall

By Gillian Tett in Tokyo

The new president of Nomura, Japan's largest securities company, yesterday promised firm measures to ensure there would be no repeat of the bribery scandal which has seen many investors sever ties with the group and forced a number of directors to quit.

Mr Junichi Ujii was speaking in the company reported a sharp fall in last-quarter trading profits on its Japanese securities business - the first indication of the business impact of the scandal.

Nomura admitted last month that two directors had bribed corporate gangsters - *sohkaikyō* - not to disrupt meetings.

Nomura also announced a ¥243bn (\$1.9bn) net loss for last year, compared with a ¥49bn profit, after a ¥37bn provision to cover exposure to bad loans at its all-Japan affiliate, Nomura Finance.

Mr Ujii said the group needed "a really transparent organisation" with a flatter management structure.

He predicted this would soon win back investors who have deserted Nomura. "I have just been informed that some investors are considering reopening business with us," he said, although no big investment groups have yet announced their return.

The new president plans to scrap the group's senior executive committee and create a more open culture with clearer management responsibilities which will avoid the secrecy that led to the scandal.

Mr Paul Heaton of Deutsche Morgan Grenfell calculated that Nomura's pre-tax profits fell 35 per cent between the third and fourth quarters of 1996, with commissions run-

ning at ¥60bn in the last quarter compared with an average of ¥74bn in the first three.

"We estimate that Nomura lost some 26 per cent of the commission it would have ordinarily made in that quarter on equities, and underwriting income halved," he said.

However, this came against a steady rise in operating profits in Japan earlier in the year. Strong trading conditions in global bond markets helped

push pre-tax profits for the group up 22 per cent for the year to ¥165.5bn.

The group reported strong performances from the US and improvements in Europe, although it declined to provide precise details. Losses per share were ¥123.65, compared with earnings of ¥24.96 in the previous year.

Lex, Page 16
Nomura's new broom, Page 20

Company says extension is needed to aid refinancing

Eurotunnel demands a lease over 999 years

By Ross Tietman and Charles Gresser

Eurotunnel yesterday demanded that the British and French governments extend its 65-year exclusive concession to operate tunnels beneath the Channel to 999 years.

Mr Patrick Ponsolle, co-chairman, said the prospect of a much longer revenue stream was needed to secure investors' backing for the company's proposed £2.54bn (\$1.8bn) financial restructuring.

The company's original 55-year concession, which was granted in 1986, has already received a 10-year extension from the British and French governments.

A 999-year concession would match that which was subsequently awarded to London and Continental Railways, which is building the high-speed link between the tunnel and London.

"I think an extension significantly above 10 years will be necessary to win shareholder support for our restructuring plan," Mr Ponsolle said.

Shareholder activists representing many of Eurotunnel's 700,000 investors have threatened to campaign against the deal.

Signs of shareholder unrest appear to have prompted the company to take a tougher line in the on-going talks with the British and French authorities

over the extension of its concession. The new demand was spelled out yesterday, alongside details of its revised restructuring plan and preliminary results for 1996.

The main elements of the plan are identical to those unveiled last October.

But a special formula has been devised to compensate for the sharp rise in sterling since then. The precise amount of debt converted into equity will now depend upon exchange rates when the deal is completed.

In essence, some £4bn of the company's £2.54bn of debt will be converted into shares. Debt-holders could end up with between 45.5 per cent and 60.6 per cent of the enlarged equity, Mr Ponsolle said.

A prospectus out next month is expected to show that if the deal goes ahead the first dividend - which had been deferred until the second decade of the next century - could be available up to 10 years earlier.

Analysts were sceptical about the benefit of extending the concession, suggesting it might provide comfort for the banks, but would offer scant benefit to shareholders.

Mr Richard Hannah of brokers UBS suggested that even if the deal were approved Eurotunnel might have to come back to shareholders for more cash to avoid insolvency.



Eurotunnel co-chairman Patrick Ponsolle

"It is not obvious that this refinancing is a permanent solution," he said. "The picture Eurotunnel paints is much more rosy than the (trading) numbers would suggest."

Eurotunnel shareholders vote on the restructuring at an extraordinary meeting in Paris on July 10. The debt holders will be asked to back the deal in the autumn.

Directors of Eurotunnel yesterday forecast the group would break even, at the operating level, during 1997. The south tunnel, closed since a train fire last November, is to re-open on May 15. A full

freight shuttle service is expected to resume in June.

Revenues from Eurostar, the train service between London and Paris and Brussels, are also expected to rise.

Lex, Page 16
Results, Page 22

Canadian PM is set to call June election

By Bernard Simon in Toronto

Mr Jean Chrétien, Canada's prime minister, is set to call a general election for June 2, setting the stage for a more volatile period in the country's politics.

His Liberal party is favoured to win a second five-year mandate. But nervousness has risen in the party in recent months, with concern over its prospects in the key provinces of Ontario and Quebec and, to a lesser extent, in Atlantic Canada - the four Atlantic coastal provinces.

The stakes are especially high in Quebec. Another strong showing by the separatist Bloc Québécois, currently the official opposition, could re-ignite a drive for independence in the French-speaking province. The party won 54 of 75 Quebec seats in the last election in 1993, with the number now standing at 50. The Liberals control 174 of 295 seats in the current House of Commons. Mr Chrétien is expected to ask the governor-general within the next few days to dissolve parliament after meeting party colleagues on Sunday.

Liberals' nervousness has been heightened by a fall in the Canadian dollar, raising the possibility that the Bank of Canada may raise interest rates during the campaign. A currency trader at Bank of Nova Scotia said the dollar, presently at 71.50 US cents, could swing by as much as 2.5

cents over the next month. According to pollsters Angus Reid/Southern News the Liberals are backed by 41 per cent of decided voters, far ahead of other parties. However, the figure is the lowest since 1993 and many voters' commitment appears soft.

The Progressive Conservatives - or Tories - who ruled for nine years to 1993, but were left with only two MPs after the last election, hope to pick up several dozen seats in Ontario and Atlantic Canada. According to the Angus Reid poll, 18 per cent of voters favour the Tories, with 27 per cent naming them as second choice. The Tories' main weapon is their youthful leader, Mr Jean Charest. However, their success depends heavily on a poor

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IMF rejects accusations that it increases poverty

By Gerard Baker in Washington

Mr Michel Camdessus, the managing director of the International Monetary Fund, yesterday defended the multilateral lending institution from charges that its approach had forced developing countries to pursue policies that impoverished their populations.

Speaking before the IMF/World Bank spring meetings early next week, Mr Camdessus said the IMF's assistance to the world's poorest countries had been associated with rapid improvements in social conditions.

He disclosed that in 27 countries receiving enhanced structural adjustment facility loans - used to support reform programmes - average spending on education had risen 38 per cent in real terms since the start of the IMF assistance, and health spending by 50 per cent. Literacy rates had fallen on average 3 per cent a year,

while infant mortality had declined by an average of 2 per cent a year.

"Some say our programmes of support have been at the expense of the world's poor," Mr Camdessus said, "but that is not true."

He was responding to criticism by international aid agencies that the tough fiscal and monetary policies developing countries are required to pursue to qualify for IMF loans usually increase poverty.

Mr Camdessus said the IMF and World Bank decision on Wednesday to approve Uganda as the first country to receive a new debt relief package led by the two institutions was a historic moment that offered hope for many poor countries.

Oxfam, a leading aid agency, had criticised the timing of the release of the funds for Uganda - next April - as too slow. It said the relief should have been made available immediately.

Mr Camdessus said the

spring meetings would take place in a generally positive atmosphere of robust world growth with low inflation.

The main subjects for discussion are scheduled to be the two institutions' debt relief plan and a general review of IMF quotas, which form the basis of entitlements to draw on the fund's facilities.

Mr Camdessus hoped to gain approval for an extension of the remit of the IMF's surveillance of its member countries' economies. This would enable it to promote capital account liberalisation. Only the power to promote current account liberalisation is included in its current articles of agreement.

Mr Camdessus refused to comment on speculation linking him to the job of head of the planned European Central Bank at the start of the final stage of European economic and monetary union in 1999.

Benefits 'exaggerated', Page 4

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NEWS: EUROPE

EU approves big shipyard subsidies

By Emma Tucker in Brussels

European Union industry ministers yesterday endorsed three big state aid packages to shipbuilders in Germany, Spain and Greece but insisted this was not a signal to other troubled enterprises to demand new subsidies.

"This is a mopping up of outstanding problems associated with the restructuring process," said Mr Hans Wijers, the Dutch economics minister, who chaired the Luxembourg meeting.

The aid was approved only after a long debate about the future of European shipbuilding that split the council into two camps, with the Nordic countries and Britain calling for an end to subsidies, which they believe have damaged their own efficient shipyards.

But a southern bloc of countries, led by France, argued that supporting shipbuilders in the Union was not just about protecting jobs, but also about protecting a strategic industry.

To this end, France threat-

ened to vote against the three aid packages unless the council agreed to extend by one year the existing legislative framework regulating shipbuilding in the EU.

This allows a certain amount of aid to be paid automatically to yards - as much as 9 per cent of the value of a contract.

The legislation - known as the seventh framework directive - was due to expire at the end of the year and France did not want to see it replaced by a stricter regime.

Normally an OECD agreement on phasing out shipbuilding subsidies would have been taken over, but the US has not ratified the agreement and is unlikely to do so soon.

In its absence Mr Karel Van Miert, the competition commissioner, favoured new, tighter rules that would apply much stricter criteria to aid used to rescue and restructure yards. He would like to apply the "one time last time" principle, similar to the rules applied to the airline industry.

He will anyway draw up proposals by the summer, in spite of yesterday's agreement to extend the existing regulations until the end of 1998.

Yesterday he again berated the US - which has been highly critical of the use of state subsidies in Europe's shipbuilding industry - for failing to ratify the OECD agreement.

"If the Americans ratify the OECD agreement we will abide by that," he said.

The aid packages agreed by a qualified majority yes-

terday concerned yards in Germany, Greece and Spain whose requests for aid exceeded the terms of the seventh directive.

In the German case, aid of DM1bn (\$590m) will replace funds illegally diverted from two east German shipyards by Bremer Vulkan, the parent company.

In the Greek and Spanish cases the aid would cover interest payments paid by the shipyards on loans they were forced to take out when previously planned aid was not granted.

Emu rears head in Italian local polls

Robert Graham reports on an important test for Romano Prodi's government

The risk of Italy being excluded from the first group of entrants to the European single currency has injected a new element into the country's key local elections on Sunday.

The rightwing opposition has seized on the issue in the final stages of the campaign as a means of discrediting the centre-left government. Mr Romano Prodi's administration has staked its prestige on Italy being in the first wave of countries joining monetary union. It even introduced a special Euro-tax in this year's budget to help reduce the deficit in order to meet the qualification criteria.

Sunday's poll, involving almost a fifth of the electorate, will thus provide a crucial indicator of the government's popularity after 11 months in office. The Olive Tree coalition government is braced for some loss of support as evidenced by opinion polls.

A total of 8.4m voters are involved, electing mayors and councillors in 1,115 city and town councils. Of the latter, 104 contain more than 15,000 inhabitants and the majority are in the north or centre of the country, the most important being Milan and Turin. The administrations of six regions - Gorkia, Lucania, Mantua, Pavia, Ravenna and Viterbo - will also be renewed.

Traditionally, voters in local elections have followed very closely the trend in national politics. But this could change this time because they are the first test of a new system introduced four years ago under which mayors are directly elected. Proportional representation has also been dropped in favour of a first-past-the-post system, with a second round of voting in the absence of a clear majority.

At the same time, the winning party or group of parties automatically acquires a clear working major-

ity of council seats. The aim is to eliminate chronically unstable political alliances that have undermined, in particular, the administration of the larger cities, and to make mayors more accountable.

Four years ago, the centre-left swept the bulk of the important city halls, while in the north, the populist Northern League scored some important successes. Next Sunday, the parties will be keenly watching whether purely local records of good and bad government will determine voter allegiance. This is especially so in the case of the League, led by Mr Umberto Bossi, who has been championing northern separatism. The League has not distinguished itself in local government, even in its flagship city of Milan. If League voters desert, they are likely to go to the rightwing camp, led by the former premier Mr Silvio Berlusconi.

However, the elections have exposed the organisational weakness

at local level of Mr Berlusconi's Forza Italia. He himself has also encountered difficulty in persuading candidates to stand for the time-consuming job of mayor in many cities. The reluctance to step into the fray underlines Forza Italia's lack of political identity and the absence of an effective infrastructure.

Those with most at stake are in the Party of the Democratic Left (PDS), which is the dominant partner in government. The PDS needs to hold on to its vote and avoid desertions to the left, joining the hardliners in Reconstructed Communism (RC).

If the RC shows a strong performance this will strengthen its hand in bargaining with the government and enormously complicate moves to put Italy's public accounts in order. Equally, if votes slip away from the centre-left to the opposition, it will be a signal that fear of being left behind by the European train.

Iceland cashes in on its Viking gene bank

By Clive Cookson, Science Editor, in London

"For a thousand years our nation has suffered because of its isolation," says Dr Karl Stefansson, one of Iceland's leading medical specialists. "Now, at last, modern science will enable us to take advantage of our isolation."

Dr Stefansson is the leader of a group of Icelandic doctors and scientists who have raised \$12m from international venture capitalists to found DeCode Genetics, the country's first biotechnology company.

DeCode will make use of the Iceland's extraordinarily homogeneous population - a direct result of its geographical isolation - to find the genes that contribute to complex diseases, including schizophrenia, cancer, diabetes and multiple sclerosis.

This genetic research will be used to develop treatments, in collaboration with international pharmaceutical groups.

Because immigration has been negligible, almost all of the 270,000 Icelanders are descended from a small number of Vikings who originally settled on the island in the 7th century.

The fact that today's population is descended from the founders' circumscribed genetic pool is a huge advantage in the scientific search for disease-causing genes.

Iceland's other advantages for genetic research include extensive genealogical records going back several centuries, a large bank of patients' tissue samples and a centralised national health service dating back to 1915.

"Genomics" companies, which use genes to discover drugs, are very fashionable with investors at the moment. But they usually start with the scientific tools for gene hunting and then look for a relevant population in which to apply the tools.

DeCode has turned the process on its head - first securing monopoly access to a particularly good population, and then setting up the computers and gene sequencing laboratories required to extract genetic information.

Dr Stefansson says the company, of which he is chief executive, has strong support from the Icelandic government, health service and people.

Although it is financed by European and American venture capital funds, Icelanders own a majority of the shares.

"The world's marginal populations, including Iceland's, are extremely upset at the prospect of foreigners coming in and exploiting their genetic resources," he says.

Fifty-two of DeCode's initial 55 employees are Icelanders. Many, including Dr Stefansson, have returned from senior medical and scientific jobs in the US and Europe to join the company.

The founders hope that DeCode will be the nucleus of an Icelandic biotechnology industry. "The country still derives a very high proportion of gross national product from fishing and it is desperate to diversify," Dr Stefansson says.

CORRECTION

Swedish deficit

The European Commission's forecast for the Swedish budget deficit in 1997 is 2.6 per cent of gross domestic product, and not 3.6 per cent as stated in yesterday's table.

Kerin Hope and Theodor Troev

EUROPEAN NEWS DIGEST

Power gain for Nemtsov

Mr Boris Nemtsov, Russia's reformist first deputy prime minister, has also been made minister of fuel and energy. His appointment is a further sign of the growing power of the young, market-oriented politicians brought into the government last month by President Boris Yeltsin. It also suggests that the position of Mr Victor Chernomyrdin, the prime minister, is continuing to weaken.

Many observers believe he is engaged in a power struggle with the cabinet reformers. Handling Mr Nemtsov the fuel and energy portfolio is a particular blow for Mr Chernomyrdin, who because he once ran Gazprom, Russia's natural gas monopoly, is seen as the patron of the oil and gas lobby, and has been closely allied with its minister.

Mr Yeltsin underscored the apparent shift in power with a call on radio yesterday for more young people to be brought into government: "I am convinced we should more boldly promote more young people to responsible positions of leadership." Later addressing himself a direct reference to Mr Chernomyrdin, he added: "It is simply that we are afraid of promoting young people. Yes, we are afraid, Victor Stepanovich. Don't worry, they will not aim to unseat you. They are too busy to engage in intrigues, to whisper in ears, to spend their time in bureaucratic infighting."

Christina Freedland, Moscow

Clabecq workers reject offer

Workers at bankrupt Belgian steelmaker Forges de Clabecq yesterday rejected an early retirement package, throwing into doubt a possible takeover. The Walloon Region, Clabecq's majority shareholder, put forward the package on Monday following talks with unions. Clabecq's court-appointed receivers and federal ministers. It is part of a wider plan to alleviate the consequences of bankruptcy for the workers and make the company attractive for a takeover.

Union leader Mr Roberto D'Orazio said the offer was "peppered with traps". He called for a "decisive" public demonstration on May 3. Police and steelworkers have clashed several times since the company was declared bankrupt in January.

Reuter, Brussels

Swiss move on mobile phones

Switzerland is to open up the country's mobile telephone network to two new service providers, in addition to Swiss Telecom. Bakom, the federal communications office, said yesterday the two licences could be awarded when a new law governing the country's telecommunications market takes effect next year. It will decide later on the date for a public tender.

State-owned Swiss Telecom is currently the sole provider of mobile telephone services in Switzerland and will maintain its licence. It has welcomed the opening of the market. There are currently 500,000 users of the digital GSM system in Switzerland, and 260,000 subscribers to the analogue network.

Reuter, Bern

Hungary covers bank's losses

The Hungarian government is to put up Ft12bn (\$7m) in guarantees to cover possible losses at the troubled Postabank, the country's second largest retail bank. Early last month depositors withdrew Ft24bn, fearing the bank was about to collapse. The origins of the panic are not clear. Any money paid out by the government to cover Postabank's losses would be repaid by bank's owners.

Two senior Hungarian banking officials told the FT this week that Postabank was simply "too important to be allowed to fail". Its unparalleled network of branches gave it great potential, they said, though probably not under its present management.

Anatol Lieven, Budapest

ICI questioned on IG Farben

The Simon Wiesenthal Centre, a Jewish human rights organisation, has asked Imperial Chemicals Industries to provide details of its 1947 acquisition of the Spanish subsidiary of the German chemical concern IG Farben.

IG Farben was the manufacturer of the Zyklon-B gas used for the mass murder of Jews at Nazi death camps. It also employed slave labour in its factories during the second world war. IG Farben's German businesses were liquidated after the war and the proceeds used to pay restitution to Jewish victims of the Nazi regime.

In a letter yesterday to ICI's chairman, Mr Ronald Hampel, the centre asked for a copy of the purchase agreement "in view of the fact that IG's Spanish holdings were not included under restitution accounting".

Mr Shimon Samuels, the centre's director for international liaison, said it was too early to say whether ICI might be asked to make a repayment payment in connection with its acquisition.

Norma Cohen, London

'Flawed' court jails Moslems

A Bosnian Serb court jailed seven Bosnian Moslems yesterday after a murder trial which the international community said was "fundamentally flawed". Despite heavy international pressure, the court in Zvornik handed down 20-year prison terms on three Moslem men accused of murdering four Serbs and sentenced the other four to one year each for illegal possession of firearms.

The United Nations mission in Bosnia condemned the proceedings and urged the authorities of the Bosnian Serb Republika Srpska to try the case again in keeping with international norms. The defendants were denied lawyers from the Moslem-Croat federation and were given Serb attorneys who had just five minutes to present their defence.

The trial failed to produce conclusive evidence to prove the defendants were guilty, the UN said.

Reuter, Sarajevo

ECONOMIC WATCH

Sharp rise in French output

French manufacturing output picked up sharply in February, spurred by a marked improvement in the motor industry. Figures released yesterday by Insee, the national statistics institute, put the seasonally adjusted month-on-month advance at 3.7 per cent, compared with January's 1.1 per cent decline. Overall industrial production climbed by a more subdued 1.6 per cent.

February manufacturing output was 2.3 per cent higher than a year ago. The biggest change came in the five consecutive monthly declines. But the pattern of car sales in France has been distorted by a government incentive scheme which has now ended. New car registrations in the first quarter were down 24 per cent from a year earlier. The evidence of an upturn was duly seized on by electioneering ministers. Mr Alain Lamassoure, budget minister, said industrial production in France had "plainly picked up".

David Owen, Paris

Consumer prices in west Germany fell 0.1 per cent from last month, and were 1.4 per cent above the year-earlier level, according to figures yesterday from the Federal Statistics Office.

Reuter, Wiesbaden

UK computer experts log on in Europe

By Graham Bowley in Frankfurt

Lured by big salaries and the European lifestyle, British computer programmers are flooding over to the Continent to help banks and companies desperate to catch up in the computer revolution, and to prepare for monetary union and the millennium.

Faced by inflexible working practices and inferior skills in the domestic workforce, banks and companies in Germany and France have turned to young British technicians, who are cashing in with lucrative salaries as high as £2,000 (\$3,200) a week.

Some companies on the Continent are "a year behind in applying the new technologies", according to one computer consultant in Frankfurt.

A headhunter in Frankfurt said: "We call programmers in London to ask if they can come out to do things as simple as put companies on the Internet, and they are shocked they are so far behind here."

Knowledge of new, fast-growing computer languages such as Java, and experience of database programming, the Internet and of e-mail are in high demand, headhunters say.

In Paris and Frankfurt (proposed home of the new European central bank) the race is on to make banks ready to handle the new single currency when it is introduced, scheduled for 1999.

Banks are caught up in an intense battle between London, Paris and Frankfurt to be the pre-eminent financial

centre in the new monetary union. Banks and companies are also seeking solutions to the millennium problem - the inability of computer programmes to handle dates after December 31 1999.

As a result, the bars and restaurants of cities like Frankfurt are buzzing with British voices, and to a lesser extent Irish and American ones.

"The programmers come on short-term contracts, offering specialist knowledge, in sharp contrast to their full-time French and German counterparts, who offer more general but more limited skills."

"German companies are slowly warming to the concept of part-time workers who come in for three months to do a special job and then leave," said one consultant. Eurosoft, a computer services company with headquarters in Frankfurt, has about 230 freelance consultants working throughout Germany. It places some 30 new consultants each month.

"We need people who are English-speakers because of the environment we are working in here," said one manager at a large company in Frankfurt which at present employs five computer programmers on short-term contracts.

"The benefit of having temporary specialists is that we are buying in specific skills just for a short time without carrying the cost of retraining," he said.

"Also, we can be flexible and do not need to take them on contracts which go beyond the introduction of the single currency in 1999, when we are not sure of our plans."

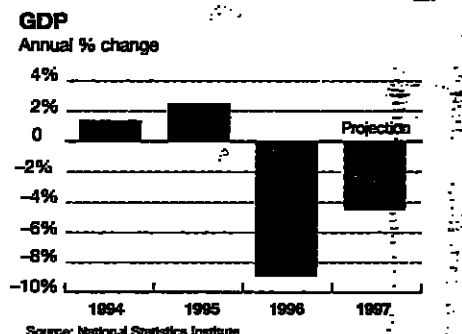
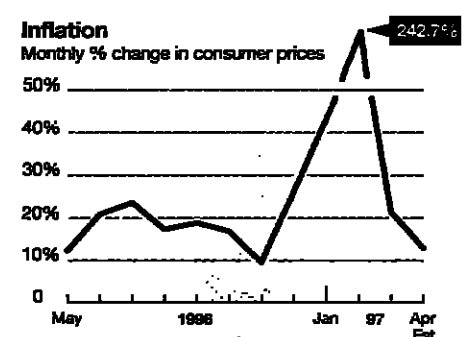
However, the strong demand has led to shortages, headhunters say, a situation which has been exacerbated by the pound's rapid ascent since last summer. Sterling's 18 per cent rise since last August has eroded the large premium programmers could earn on the Continent, persuading many to stay in London, where demand is also booming.

"We can't find British programmers for love or money. Because the pound is so strong they would rather stay at home," said Ms Bettina Starkmann, a manager at Eurosoft in Frankfurt.

Mr Mukesh Patel, a programmer from Leicester who works at a large data processing company in Frankfurt, said: "Most of the international jobs are in Germany. It is just easier to find a job here."

But, he added: "The money was attractive, at least until the D-Mark dropped and the pound began to rise."

Bulgaria: a painful prospect



Source: National Statistics Institute

Bulgaria plans another trip to the market

After a disastrous attempt to launch a market economy in the early 1990s, the conservative Union of Democratic Forces is poised to try again. Its leaders claim that following Saturday's landslide election victory they can complete within two years the structural reforms avoided by earlier governments.

With monthly inflation running at 12 per cent and gross domestic product officially projected to drop 4.5 per cent more this year after 8 per cent in 1996, there is no room for delay.

The banking system is in urgent need of restructuring, privatisation has lagged well behind other countries in eastern Europe, and the earnings of state-owned industrial companies still in business are siphoned off by shadowy Bulgarian financial groups posing as their trading partners.

"Missing this opportunity would be catastrophic for Bulgaria," says a western banker. "People have gone through hard times this winter and they have exhausted most of what were meagre reserves to begin with."

Bulgaria's prospects looked much brighter immediately after the collapse of communism than those of Albania and Macedonia, its desperately poor and unstable neighbours in the southern Balkans. As well as having few serious political disputes with other countries in the region, Bulgaria had a stronger industrial base, although it was geared to exporting almost exclusively to the Soviet Union's hard currency reserves, and the central bank will no longer be permitted to finance the budget deficit or the banking system.

The currency board should help restore confidence in the lev, but the real key to

reform. Bulgaria has seen seven governments come and go in as many years and leading personalities from all political parties carry a strong taint of corruption.

In the past few months, Mr Ivan Kostov, the UDF leader and prime minister-designate, has tried to transform a loose coalition of quarrelling centrist and rightwing groups into a unified pro-market party. But critics say he will have difficulty holding the UDF together as the painful effects of change begin to be felt.

As a caretaker government in the run-up to the general election, the UDF has already made a start on reform. To crack down on widespread smuggling, which caused severe shortages over the winter, the government liberalised prices and posted troops at border crossing points to oversee the notoriously corrupt customs service.

Among the 14 banks that collapsed were several set up to channel funds belonging to the shadowy holding groups. The surviving banks are starved of liquidity because foreign currency deposits have been transferred out of the country and domestic investors keep their savings at home.

Mr Boshkov says privatisation, together with the imminent closure of 64 loss-making state enterprises, will cost about 200,000 jobs. But he claims the social costs can be contained "because many people haven't been getting regular salaries anyway. We think they may welcome the chance to set up a small business with a lump sum of several hundred dollars they'll receive as a severance payment".

The European Commission's forecast for the Swedish budget deficit in 1997 is 2.6 per cent of gross domestic product, and not 3.6 per cent as stated in yesterday's table.

Kerin Hope and Theodor Troev

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Dollar will again top G7's agenda

When the finance ministers of the Group of Seven leading industrialised nations last met to review international economic policy, three months ago in Berlin, their principal concern was what to do about the surging US dollar.

They broadly agreed then that the dollar's sharp rise in the previous two years had probably gone far enough for the health of the world economy.

The US currency had risen by almost 50 per cent against the yen and nearly 20 per cent against the D-Mark since April 1995, and though they did not commit themselves to specific policy changes to stop the dollar rising, the G7 ministers let the markets know that they were at least concerned.

"Major misalignments of currencies... have been corrected," the communiqué at the end of the meeting said, implying, it seemed, that there was no need for the dollar to rise further.

But as they meet again in Washington this weekend, they must confront the uncomfortable fact that as an exercise in exchange rate management, the Berlin

communiqué, and subsequent other forms of verbal intervention, have largely failed.

The US currency has continued to edge higher in the last three months, by a further 4 per cent against both the yen and the D-Mark, and is expected by most analysts to go higher.

The critical question the G7 face this weekend is whether the time is now right to up the ante, either in the form of stronger verbal attempts to cap the dollar, or with formal currency market intervention. The problem is that many of them suspect that in the current international economic environment, such action may be futile.

Most economists feel that concerns about currency misalignments are somewhat misplaced from a policy standpoint. As the IMF pointed out in its World Economic Outlook this week, recent exchange rate developments are broadly in line with the domestic policy demands of all the leading economies.

The US is growing strongly and could be the strongest in the world for some time. The dollar exercises on domestic



inflationary pressures. Continental Europe and Japan are beginning to reap the benefits of the weakness of their currencies, which is helping them export their way out of their difficulties. For the UK, sterling, which has been even stronger than the dollar, should act in the same way as the US currency in restraining emerging inflation.

Why then, should the ministers be expressing any concern about currency developments?

The main fear is that, just as the dollar falls two years, they are now too far in terms of what was justified by eco-

nomic fundamentals, the US currency might now be overshooting on the upside.

As Mr Michael Mussa, the IMF's chief economist, said this week: "It's always possible to have too much of a good thing. Further appreciation of the dollar would not really be warranted."

In practical terms the biggest problem associated with a dollar overvalued is on America's continuing large trade deficit, especially with Japan. But it is from Japanese ministers that the loudest expression of concern have come.

They are troubled about the effect of the weak yen on their economy - especially over the fact that it erodes the attractiveness of Japanese financial assets. But they are more worried that any further rise in the US trade deficit might lead to trade policy tensions between the two sides.

The US has been mostly unmoved by the dollar's rise against most currencies, seeing it largely as a reflection of the relative strength of the US economy.

But in recent weeks, officials have let it be known that they are troubled by the weakness of the yen.

Mr Robert Rubin, the US treasury secretary, said the dollar's rise was "not a problem" and that such a rise was "not a problem" and that such a rise was "not a problem".

Probably not, say most economists. "The dollar's rise is a reflection of the relative strength of the US economy," they say. "It is not a problem" and that such a rise was "not a problem".

But in recent weeks, officials have let it be known that they are troubled by the weakness of the yen.

Elections for top Unido job postponed

By Ian Hamilton Pacey

Fifty-three countries yesterday agreed to postpone the election of a new director-general for the United Nations Industrial Development Organisation until September and keep nominations for the job open until July.

The postponement follows Monday's decision by Mr Mauricio de María y Campos not to seek re-election to a second four-year term at the end of the year.

The 53, who are all represented on Unido's industrial development board (IDB) - its policymaking executive - also set up a working party to come up with a streamlined structure for Unido by June. This makes it less likely that Unido will be abolished, as some critics had hoped, in the reform of the UN system as a whole.

It also means that the new director-general will be picked after Unido's mission has been redefined.

The only candidate so far is Mr Gerard Latortue, a retired director of the organisation who was nominated for the job this week by his home government of Haiti. By extending the deadline for nominations, IDB members have clearly indicated they want more choice.

Mr Latortue was prominent in Unido under Mr Domingo Sazon, now foreign secretary of the Philippines and Mr de María y Campos's predecessor. Under Mr Sazon, Unido acquired a reputation as an ineffective, top-heavy bureaucracy closely associated with centrally planned command economies.

Mr de María y Campos has led a series of reforms which have almost halved staff numbers at headquarters in Vienna and improved Uni-

do's market orientation.

His new role may see more emphasis on the IDB's role in the development of smaller budgets and changes of emphasis. The IDB appears to have reached consensus that Unido should carry on with the specialised jobs that distinguish it from other UN agencies and shift its balance of operations more towards the field. The working party will plan how to put this into effect.

In future, Unido is expected to concentrate on investment promotion in developing countries, technology transfer, environmentally friendly industrial development - where the organisation is already the main agency for implementing the Montreal Protocol on atmospheric pollution - capacity and institution building, small and medium-sized enterprises, and agriculture-related industries. The working party will also consider how to strengthen Unido's focus on Africa and the least developed countries.

Mr Kofi Annan, the UN's secretary-general, is due to report on reforming the UN's secretariat in July, but this will not cover specialised agencies, whose relationships with one another and the UN's mainstream administration may take years to resolve.

Unido has its own constitution and is funded separately from any other contributions made by its members to the UN proper. It was almost doomed after the US withdrew this year and defaulted on subscription arrears. The UK and Australia are due to quit at the end of this year, although the UK - which is unhappy with overlap between Unido and other UN agencies - has promised to review its position in the light of wider UN reform.

Ugandan debt relief benefits 'exaggerated'

By Michael Holman, Africa Editor



The World Bank was accused yesterday of "seriously exaggerating" the benefits of the debt relief package for Uganda, the first country to benefit from an initiative to ease the debt burden of the world's poorest countries.

According to figures provided by the bank, the agreement reached in Washington on Wednesday will reduce Uganda's debt by \$38m in net present value terms, of which \$16m will be provided by the bank itself.

In nominal terms, said a bank statement, the benefits "could exceed \$700m".

The bank said it would also provide interim finance grants totalling \$75m during the 12-month period between

this week's agreement and its completion date of April 1998.

But the debt relief figures were disputed yesterday by Oxfam International, the development agency which has been campaigning for better terms and earlier implementation of what is known as the heavily indebted poor country debt initiative.

"The cash flow benefits are far more limited than the headline figures indicate," said Oxfam.

"In annual terms, cash savings will amount to around \$20m per annum, or around 10 per cent of debt service payments due next year. As a result, Uganda will continue to spend almost twice as much on debt repayments as it spends on primary education."

One of the reasons for this disappointing outcome, the agency said, "is that debt relief has been end-loaded in

order to reduce costs to creditors".

"The IMF's contribution of \$90m for debt relief will be spread over nine years, resulting in annual disbursement of only around \$9m. On a cash flow basis, the World Bank's contribution of \$160m per annum translates into benefits of less than \$10m a year."

Oxfam also argues that Uganda has not been adequately compensated for the delay in putting the agreement into effect in April 1998, rather than April 1997.

"The delay will cost an estimated \$193m, compared to the World Bank interim finance package of \$75m."

Oxfam's concerns were echoed by other aid organisations. Mr Andrew Simms of Christian Aid, one of the UK's largest development agencies, said: "The delay for Uganda presents a dangerous precedent of delay for countries most in need,



World Bank debt relief package welcomed as helping national poverty eradication plan

despite World Bank pledges to make good some of the money lost through the delay. It appears Uganda, the best candidate for relief, will still lose out."

However, Mr Richard Kaijuka, Uganda's minister of planning and economic

development, welcomed what he described as "an historic breakthrough... which gives new hope to sub-Saharan Africa".

"This debt relief will help us put more resources into our national poverty eradication plan, especially Presi-

dent Yoweri Museveni's recent initiative of universal primary education, the provision of basic healthcare and improved nutrition." Ugandan officials privately expressed their regret, however, that the plan would not take effect for a year.

Iraq 'hiding extent of biological weapons'

By Edward Mortimer and Bernard Gray

Iraq has still not disclosed the full extent of its secret weapons programme, and there would be "heavy risks in lifting sanctions while the present regime is in power", according to the head of the latest UN inspection team to visit the country.

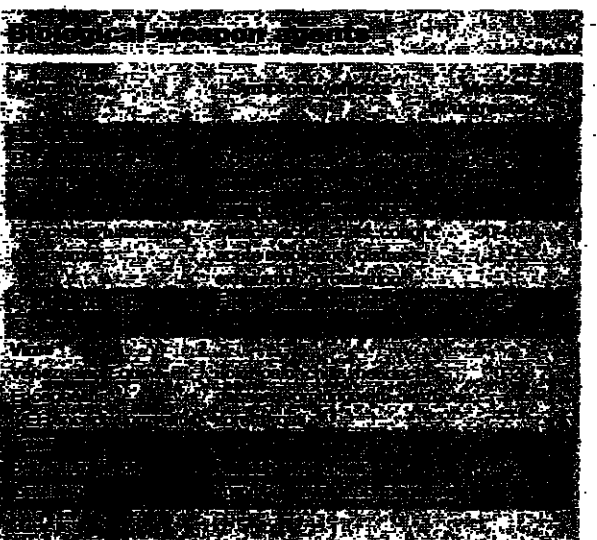
Colonel Terry Taylor, who left Baghdad at the weekend, said yesterday his team had "found evidence of a biological weapons programme which had not been revealed to us" - showing that "even with the very intrusive and, for some people, uncomfortable inspections we do have, it is very difficult to be certain major things are not being hidden".

He would not disclose details about the weapon the inspectors are working on, except to say that it was a toxin agent. "The Iraqis had briefly mentioned the programme to us," he added, "but what was new was the extent of the work which had been done on it."

Mr Rolf Ekens, head of the UN Special Commission in charge of Iraqi disarmament, accused Baghdad earlier this month of concealing a small but significant quantity of banned weapons. Iraq has denied the charge.

"What Tariq Aziz says is not true," said Col Taylor, who is also assistant director of the International Institute for Strategic Studies. He was speaking at the launch of the Institute's annual Strategic Survey, which says preventing biological weapons proliferation is virtually impossible. Mr John Chipman, the Institute's director, said states needed to plan more seriously for defence against such weapons, and to be in a position to threaten "massive retaliation".

The survey also says the west is doing little to improve defences against cruise missiles, although such weapons may pose a greater threat than the Scud ballistic missiles used by



Iraq which caused so much alarm in the Gulf war.

Technological developments are making cruise missiles attractive and accessible to states which could not previously aspire to them. One is widespread use of the Global Positioning System, which allows accurate guidance. The other is the low cost of commercially available satellite images, making better intelligence available to potential users.

As a result, cruise missiles 10 times more accurate than Scud can now be made at half the cost of a ballistic missile, according to the IISS. This, and the fact that western nations have yet to develop an effective counter-weapon, is likely to push developing nations towards acquiring such missiles.

Cruise land-attack missiles are also being made available by direct sale from countries such as the US, UK, France, Italy and China, or by adaptation of anti-ship missiles such as the French Exocet or the Chinese Silkworm. There are now some 76,000 such weapons available around the world.

For rogue states attempting to develop chemical or biological weapons, cruise is a more effective way to disperse these toxins than

a ballistic launcher.

The survey warns that foreign and security policies in most countries are now "driven by a pervasive and persistent parochialism". It suggests the priority given to domestic politics in Europe and the US is largely responsible for the conflict between them on how to deal with "rogue states" such as Cuba, Iran and Libya, and calls for "greater efforts to develop a common strategy, whereby senior US and European officials would seek to identify areas of 'unacceptable' policy and agree what should trigger sanctions".

Such efforts, the IISS suggests, could include the creation of a formal "Euro-Atlantic Council". It warns that "by not appreciating the importance to the US of constraining states that threaten its interests around the globe, Europe may be undermining US support for it at a time when such support is no longer guaranteed". Conversely, "by seeking unilaterally to impose its will on dissenting allies, the US might well be provoking the very sort of independent European foreign policies it is seeking to avoid."

* Strategic Survey 1996/7. Oxford University Press, £25/£32.

INTERNATIONAL NEWS DIGEST

Sanctions call by Palestinians

Palestinians urged the United Nations yesterday to consider imposing economic sanctions on Israel ahead of a UN debate over a new Jewish settlement in Jerusalem at the centre of stalled peace talks. Mr Benjamin Netanyahu, Israeli prime minister, has vowed to tighten the Jewish state's grip on the holy city.

Mr Ahmed Yassin, leader of the Hamas Islamic resistance movement, said Israel must halt construction of the El-Haram Jewish settlement begun last month on a hilltop known in Arabic as Jabal Abu Ghazwan.

The 185-member UN General Assembly, holding only its 10th emergency special session in 47 years, is due to consider whether countries should bar assistance to Israeli private and public establishments involved in the settlement. The assembly's decisions are not binding. The expected two-day debate was prompted by construction of 6,500 homes for Jews begun last month at the site on the outskirts of Arab East Jerusalem.

Reader, New York

Egyptian 'spying' trial

An Israeli appeared in an Egyptian court yesterday accused of carrying out economic espionage on behalf of the Israeli secret service.

Mr Assem Azam, who worked at a textile factory outside Cairo until his arrest last November, had previously been accused simply of spying for Israel, but the charge sheet presented to the court on the first day of his trial specified alleged economic crimes.

Mr Azam, who denied all charges, is accused along with an Egyptian, Mr Emad Abdelhamid Ismail, who was also in court, and two Israeli women, who are being tried in absentia. The case, which comes at one of the lowest points in Egyptian-Israeli relations since 1982, led in March to a personal appeal by Mr Benjamin Netanyahu, Israeli prime minister, to President Hosni Mubarak, for Mr Azam to be released. Mr Netanyahu said Mr Azam had no links with Israeli intelligence. The hearing was adjourned until May 18.

Mark Hubbard, Cairo

Five new nuclear plants

Five new nuclear power plants became operational in 1996, bringing the number operating around the world to 443, the United Nations nuclear agency said yesterday. Power plants with a combined capacity of 5,717 megawatts of electricity were connected last year to power grids in France, Japan, Romania and the US, the Vienna-based International Atomic Energy Agency (IAEA) said. In addition, work began on three new nuclear reactors - two in China and one in Japan - bringing the total number of nuclear reactors reported to be under construction to 36 in 14 countries. The US runs the greatest number of nuclear power plants, with 110 in operation. France comes second with 57, followed by Japan with 58. Ukraine, site of the world's worst nuclear accident at the Chernobyl plant in 1986, has 16 reactors in operation.

Reader, Vienna

Contraceptive pill study

The oral contraceptive pill does not significantly increase the risk of heart disease in women who have no other risk factors such as high blood pressure, smoking or diabetes, according to a study to be published in this week's British medical journal, The Lancet.

"It confirms that young women in both developed and developing countries who have no risk factors for cardiovascular disease can use the pill safely," says Dr Giuseppe Benzi, director of the UN's special programme on human reproduction research (HRP) that sponsored the study.

The research, which involved 1,300 women in 17 countries, nevertheless shows that the risk of heart disease is sharply increased for women who smoke or have high blood pressure.

Frances Williams, Geneva

PUBLIC NOTICES

NOTICE PUBLISHED BY THE SECRETARY OF STATE UNDER SUBSECTIONS 8(5) AND 10(6) OF THE TELECOMMUNICATIONS ACT 1984

The Secretary of State hereby gives notice as follows.

- He proposes to grant a licence under the Telecommunications Act 1984 ("the Act") to Atlantic Telecommunications Limited ("Atlantic") to run telecommunication systems in the East of Scotland, including the Grampian, Tayside, Central and Lothian regions ("the Licensed Area"). The Licence will be for a period of 25 years subject to earlier revocation in specified circumstances.
- The principal effect of the licence will be to enable Atlantic to install and run telecommunication systems throughout the Licensed Area. Atlantic will be able to provide a wide range of services but excluding mobile radio services and certain international services. The licence authorises connection to a wide range of other systems including earth orbiting apparatus allowing the provision of some types of international satellite service. Atlantic will be able to carry broadcast entertainment services. On securing a share of 25% or more of the market in respect of particular services in an area specified by the Director General of Telecommunications, Atlantic may be obliged to make available those telecommunication services to all who reasonably request them within that area.
- The Secretary of State also proposes to grant a licence under the Telecommunications Act 1984 ("the Act") to Cherry Communications UK Limited ("Cherry") to run international telecommunication systems in the United Kingdom. The licence will be for a period of six months, thereafter being subject to revocation on one month's notice.
- The principal effect of the licence will be to enable Cherry to install and run telecommunication systems in the United Kingdom which may be connected to telecommunication systems outside the United Kingdom and to provide a wide range of international services but not any domestic services (i.e. services involving the conveyance of messages which originate and are subsequently transmitted in the United Kingdom) or mobile radio services. The licence authorises the connection to a wide range of other systems, including domestic systems and earth orbiting apparatus.
- Each licence will be subject to conditions such that section 8 of the Act will apply to it, thereby making each of the systems run under each licence eligible for designation as a public telecommunication system under section 9 of the Act. It is the intention of the Secretary of State to designate each of Atlantic's and Cherry's systems as a public telecommunication system.
- The Secretary of State proposes to grant each licence in response to applications from Atlantic and Cherry respectively for such a licence because he considers that it will help to satisfy demands in the United Kingdom for the provision of services of the type authorised, will promote the interests of consumers in respect of the quality and variety of such services, and will minimise and promote effective competition between those engaged in the provision of telecommunication services.
- He also proposes to apply the Telecommunications Code ("the Code") to Atlantic subject to certain exceptions and conditions throughout the Licensed Area. The effect of the exceptions and conditions to the application of the Code is that Atlantic will have duties:
 - to comply with various safety and environmental conditions, in particular (with certain exceptions) to install lines underground or only on such above-ground apparatus as is already installed for any purpose;
 - to comply with conditions designed to ensure efficiency and economy on the part of Atlantic in connection with the execution of works on land concerning the installation, maintenance, repair or alteration of its apparatus;
 - to consult certain public bodies before exercising particular powers under the Code, including the local planning and highway authorities and English Nature, Scottish Natural Heritage, the Countryside Council for Wales, the National Trust and the National Trust of Scotland, as well as relevant electricity suppliers;
 - to keep and make available records of the location of the underground apparatus and copies of the exceptions and conditions in the licence to its powers under the Code; and
 - to ensure that sufficient funds are available to meet certain liabilities arising from the execution of street works.
- The reason why the Secretary of State proposes to apply the Code to Atlantic is that Atlantic will need the statutory powers in the Code to install and maintain the telecommunication systems which are to be installed and run under the proposed licence.
- The reasons why it is proposed that the Code as applied should have effect subject to the exceptions and conditions referred to above are that they are considered requisite or expedient for the purposes of securing that the physical environment is protected, that there is no greater damage to land than necessary, that the systems are installed as safely and economically as possible, and that Atlantic can meet (and relevant person can enforce) liabilities arising from the execution of works.
- Representations or objections may be made in respect of each of the proposed licences, the proposed exceptions and conditions referred to above and, in respect of the proposed licence for Atlantic, the application of the Code to that company. Representations for either or both licences should be made in writing by 27 May 1997 and addressed to the undersigned at the Department of Trade and Industry, Communications and Information Industries Directorate, 257 Grey, 131 Buckingham Palace Road, London, SW1W 9SS. Copies of the proposed licence can be obtained free of charge by writing to the Department (fax: 0171 215 1721) or by calling 0171 215 1756.

Alan D Proud

Department of Trade and Industry

25 April 1997

Turkish army ready to bring down Islamic government

By John Barham in Ankara

Turkish financial markets fell heavily yesterday in the first day of trading after a week-long public holiday amid fears that the Islamist-led government was about to collapse under intense military pressure.

The Istanbul stock exchange index closed down 4.9 per cent, having recovered slightly after hectic selling pushed prices down 7 per cent in the morning. Bond yields rose 2-3 per cent. Investors fear renewed political instability and populist economic measures that would precede early general elections.

Political commentators say the coalition government of Mr Necmettin Erbakan is unlikely to survive tomorrow's meeting of the military-dominated National Security Council (NSC).

The secularist military, which has staged three coups since 1960, has given Mr Erbakan until tomorrow's regular meeting of the NSC to implement a list of measures to limit the growth of Islamist organisations and schools.

However, Mr Erbakan, Turkey's first Islamist prime minister, has not met any of the generals' demands.

Mr Bilal Cetin, a political columnist for the newspaper Yeni Yuzil, wrote: "Not only the opposition, but government MPs see that the government is finished. The main problem in Ankara now is how the new government will be formed. The countdown is almost completed. One way or another the government will end in one or two weeks."

The military demanded at the NSC's February meeting that the government "carefully preserve the principle of secularism" by cracking down on the activities of illegal Islamic brotherhoods and purging Islamists from the bureaucracy. Most controversially, it demanded a reduction in the growth of Islamic schools by requiring an extension in compulsory

state education.

Although Mr Erbakan's aides said they intended to comply with the council's "recommendations", generals complained that he had not introduced the necessary legislation.

Last week Brigadier General Osman Ozbek, a previously obscure military commander, warned: "I've struggled with [guerrillas of the Kurdistan Workers party] for 13 years; I will struggle against [the Islamists] too." His superiors ignored government demands that they punish him.

Fellow officers said they would "sign every line of Ozbek's speech".

Mrs Tansu Ciller, deputy prime minister and leader of the conservative True Path party, the government's junior coalition partner, hastily announced education reforms on Wednesday.

However, one observer said: "The soldiers gave up on Erbakan a long time ago. So the pressure is on Ciller to quit the government."

Announcing these reforms gave her an honourable pretext for quitting because she knows Erbakan would never accept them.

Mr Atif Cezairli, country manager at the investment bank ING Barings, said speculation was now centring on who would lead a caretaker government to prepare Turkey for new elections, probably in 1998.

Many analysts expect such a government to change the election laws to cut support for Mr Erbakan's Refah party. Refah has 160 MPs, more than any other party, even though it took only 21 per cent of the vote in elections in December 1995.

However, Mr Cezairli warned that the prospects of forming a strong, stable government would increase only if the centre-right - which is divided between the True Path and the Motherland party - could unite under a single leader.

Doubts over Juppé's future after election

By David Buchanan in Paris

A close aide to President Jacques Chirac suggested yesterday that the French left should cease personalising its campaign attacks on Mr Alain Juppé, the prime minister, because the president might name "a new team" if the centre-right coalition retained power.

Mr François Baroin, who worked in the Elysée after being spokesman of the 1995 Chirac presidential campaign and of the first Juppé government, told Le Figaro newspaper that the president had called the election to "create a new dynamic, but also to promote a new team".

His words were probably aimed more at protecting Mr Juppé, who the Socialist party accused this week of "almost physically embodying taxation" and whose popularity dropped to 34 per cent in a Louis Harris poll out yesterday. Mr Baroin said the campaign should not focus on the prime ministership, whose nomination after the election lay entirely within Mr Chirac's gift.

The government campaign is giving full rein to supporters of ex-prime minister Edouard Balladur like Mr François Léotard, leader of the UDF, the Gaullist RPR's allies, who is likely to get a job in any new centre-right administration. But there might also be a reshuffle at the top, as indicated this week by Mr René Monory, the centrist president of the Senate. He said Mr Juppé had "every chance" of staying on as premier, but it was "not automatic".

The preparation of next year's budget looked set yesterday to provide fresh fuel for the campaign. Though the election has been called 10 months earlier than necessary, its start has still coincided with the "framework letter" which the prime minister traditionally

sends to ministers to help them prepare the draft budget for the following year. Mr Juppé's letter for the 1998 budget this week tells ministers to pay "particular attention to pursuing the civil service cuts begun in 1997".

Mr Juppé set no numbers on next year's cuts, which this year involve only the abolition of 5,600 posts vacated by the roughly 45,000 people who retire every year from France's 2m-strong central civil service. But some on his right wing, particularly in the Republican party component of the UDF, have called for two out of every three posts vacated by retirement not to be filled.

Meanwhile, Mr Jacques Delors, former European Commission president and architect of monetary union provisions in the Maastricht treaty, yesterday gave covering fire to his Socialist party leader, Mr Lionel Jospin, on his stance on the euro. Mr Delors defended Mr Jospin's refusal to be tied by an absolute respect of the Maastricht target that countries should reduce their deficits to 3 per cent of national output, recalling that the treaty allowed political appreciation of "the trend" in deficit reduction. Mr Delors, a member of the Socialists' national executive, also suggested the government had issued bogus leaks about the overrun on this year's budget deficit to justify the snap election until its due date of next March would not have endangered the EU's decision next April or May on participation in the euro, he said.

According to the Louis Harris poll for the Valeurs Actuelles magazine, 58 per cent of French want a radical change in government economic policy, and 69 per cent want a referendum on the euro.

Chirac's gamble, Page 14

Berlin workers in jobs march

Thousands of public sector workers marched through Berlin yesterday to protest against plans to cut jobs in the city, Reuter reports from Berlin.

"We are protesting against the loss of up to 15,000 jobs," said Mr Hartmut Friedrich, state director of the DAG union, during a rally beside the war-damaged Kaiser Wilhelm Memorial Church (left). "These jobs were safe for decades and now they are being called into question."

Today the Bundestag will consider a bill to decentralise the federal pension authority, which is Berlin's largest service-sector employer, with more than 23,000 employees.

The unions said the city had been unfairly targeted for cuts since German unification. "Berlin cannot continue to be abused to ensure jobs in other states and regions," they said.

Ukraine to set trading band for its currency

By Matthew Kaminski in Kiev

Ukraine will today unveil a 10 per cent trading band for its currency, the hryvnia, after agreeing a compromise with the International Monetary Fund on a crucial three-year loan.

The unexpected breakthrough and the announcement of a formal exchange rate policy should increase confidence in the stability of the economy after months of uncertainty.

But two prominent western advisers yesterday criticised the IMF for "going soft" by backing down from its insistence on deep structural reform before approving the \$2.5bn-\$2.7bn loan.

Senior officials said an IMF mission this week had agreed the funds could be released after passage of the 1997 budget and three tax reform bills, which the government is confident of achieving. A policy memorandum is expected to be signed today.

It will no longer insist on an ambitious deregulatory package that had encountered opposition in parliament and attracted luke-

warm government support.

"Based on the three tax laws, we are confident that a new budget can be adopted by the middle of May," Mr Sergei Tigipko, the newly appointed deputy prime minister for economics, said yesterday.

"For now we're concentrating on these key laws, and we'll work on the others later."

Mr Tigipko said the government would from today formally defend the hryvnia at an exchange rate of 1.7 to 1.9 against the dollar, ending speculation that Kiev might opt for a gradual devaluation of the currency. The hryvnia yesterday ended trading at 1.84.

The central bank has doubled its foreign exchange reserves through a buoyant treasury bill market in recent months and could comfortably defend the wide band. The IMF gave its backing for the move, he added.

The policy clearly indicates Ukraine's commitment to a stable hryvnia and minimises currency risk. But it also raises the stakes in that any future devaluation would unsettle the markets. The renewed prospects for

a 1997 budget also should comfort foreign investors who have bought into Ukrainian treasury bills expecting an eventual IMF programme.

Some economists have been worried that delays might dry up the short-term capital and put Ukraine's fragile successes in conquering inflation in jeopardy.

"The IMF decided that continuing stability is more important than deregulation," said Mr Anders Aslund, an adviser to the government. "It's a dubious policy."

Mr Jeffrey Sachs, a Harvard economist who helped put together the reform package, said the IMF was making "a big mistake".

"As usual, the IMF focuses all its attention on the budget deficit and ignores structural reform," he said. "The growth record of the IMF programmes in the former Soviet Union is dreadful."

The prospects for an overhaul of taxes and regulations will dim in the coming months as parliamentary elections are due in 1998. Ukraine's economy shrank 10 per cent last year and is likely to contract 3 per cent this year.

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ERICSSON

By William Dawkins in Tokyo

Year	Percentage
1950	14.0
1955	14.5
1960	15.0
1965	15.5
1970	16.0
1975	16.5
1980	16.0
1985	16.0
1990	16.0

Mr Ichiro Ozawa, leader of Japan's main political opposition group, the New Frontier party, has called on supporters to ally with the government on security and bureaucratic reform on a case by case basis, William Dawkins writes. Mr Ozawa told the NFP's annual convention: "We must work together with those who share the same ideas and policies, beyond party affiliation." His remarks add weight to rumours of an impending alliance between

the NFP and its foes, the ruling Liberal Democratic party, which would re-unite conservative forces in Japanese politics after four years of political upheaval. He praised the NFP's recent decision to vote with the LDP on a controversial bill to allow the expropriation of land in Okinawa for use by the US military, but refused to give a direct answer to party members' demands to know whether he proposed a formal alliance with the ruling party.

the government compulsorily to allocate land for US military use on the southern island of Okinawa, reluctant host to the biggest US military installation in east Asia.

Better still, he will be able to tell Mr. Clinton that the ruling Liberal Democratic party and the main opposition group, the New Frontier party, are starting to line up in support of a review of guidelines with the US for dealing with east Asian security crises, due for approval by the Japanese parliament in the autumn.

Japan promised for the next time to give a detailed report to US forces about the But on trade, the US is concerned that a slowdown in Japan's economic growth rate will lead to lower demand for imports and an increased trade surplus, a perennial pain of contention. The level of the argument has moved to a higher plane, from previous bickering over detailed trade barriers to a debate about economic management. But that only makes it harder for the Japanese side to make

On the surface, the UN should have little to worry about Japan's overall trade surplus has more than halved as a proportion of gross domestic product from 3.1 per cent in 1983 to 1.4 per cent now. And yet there is concern in Washington over a sharp rise in Japanese exports valued by the yen's more than 50 per cent fall

That leaves public spending. But Mr Hashimoto, says the Finance Ministry line, that an increase in spending would only damage Japan's policy of cutting government debt, which is almost 100 per cent of gross domestic product is nearly as high as Canada or Italy. Cutting the budget deficit has the status of a holy grail at the Finance Ministry.

It is unlikely, given the nature of such summits, that the leaders will get down to

Year	Percentage
1950	32.5
1960	37.0
1970	44.8
1980	50.0
1990	42.0

Source: U.S. Census Bureau

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NEWS: WORLD TRADE

Judge steps into Long Beach container dispute

By Christopher Parkes
in Los Angeles

A plan to build a \$200m container terminal at Long Beach for Cosco, China's state-owned shipping line, has been thrown into limbo after a court ordered the cancellation of a lease on the 135-acre site.

The project, to service fast-growing links between China and southern California - main transit area for a quarter of the \$18bn annual trade between the US and the People's Republic - also faces mounting political opposition in Washington.

Long Beach harbour commissioners were recently ordered by a judge to review their plans unencumbered by earlier commitments - the \$14.5m annual lease - after protests by conserva-

tionists and local residents.

"The project is up in the air," Mr Don Wylie, the port's trade and services director, said yesterday. "Cosco is probably a bit bewildered by the process."

The terminal, due to be completed in mid-1998, was a keystone of plans to revive the Long Beach waterside economy and bring 600 jobs to an area hit by aerospace cuts and military base closures.

This week's cancellation of the lease - on the site of a naval station shut in 1994 - followed court actions brought by lobbyists seeking to protect the habitat of the endangered black-crowned night heron, preserve "historic" military buildings, and fend off the threat of increased road traffic.

However, opposition is

also mounting in Washington, where opponents have appealed to the defence and transportation secretaries to block the plan on a variety of grounds.

Last week, Arizona Senator John McCain urged the Clinton administration to "withhold any actions which would assist" Cosco until a Federal Maritime Commission investigation of alleged predatory pricing practices by the line had been completed.

Ald targeted by Mr McCain included \$138m in loan guarantees, approved in January, for the construction of four Cosco cargo vessels at a shipyard in Alabama, and the plan for it to "receive property" at Long Beach.

Other opponents have suggested that the Chinese

would use the terminal as a landing point for illegal weapons shipments and that the project offered a threat to national security.

Mr Wylie said he expected the harbour commission to review its plans in time for the next court hearing on the preservationists' claims by May 13, but he could not predict its reaction.

However, the commission recently reported that five years of public hearings, which preceded the signing of the lease with Cosco, had failed to identify any economically feasible alternative for the former navy base.

Rebutting suggestions of a security threat, said Cosco had been a tenant at Long Beach since 1981.

Containers worldwide, Page 15

First Taiwanese vessel in 50 years sails to mainland

Ship crosses the great divide

By Laura Tyson in Taipei

The first ship to sail directly to communist China from Taiwan in nearly half a century was due to arrive in the port of Xiamen on the south-eastern coast of China today.

The Panama-registered Uni-Order, owned by Taiwan's Uniglo Marine, departed for the 12-hour journey from the island's southern Kaohsiung Harbour late yesterday.

Uniglo is a subsidiary of the Evergreen group, one of the world's biggest containerised shipping concerns. The Taiwan Strait crossing is the first by a Taiwanese shipping operator since China's civil war ended in 1949, when the defeated Nationalists set up in exile on the island of Taiwan.

Last weekend a China-owned, Saint Vincent-registered vessel, Sheng Da, sailed from Xiamen to Kaohsiung in the first direct voyage across the strait. Taiwan, which has banned



The Uni-Order prepares to leave Kaohsiung Harbour yesterday

direct links with China, has agreed to allow limited direct shipping with the mainland under an "offshore trans-shipment centre" established in Kaohsiung Harbour.

Under the scheme, mainland cargoes are not allowed to enter Taiwan customs but can be trans-shipped at Kaohsiung for onward passage to third countries. Sim-

ilarly, Taiwan cargoes at Kaohsiung cannot be put aboard ships planning to cross directly to the Chinese mainland.

Cross-strait routes are limited to just two Chinese ports - Xiamen and Fuzhou, both in Fujian province. But the experiment in direct sea links may be expanded if all goes smoothly.

Taiwanese officials say

any expansion of the direct shipping experiment depends on friendlier ties with Beijing.

Although of highly symbolic significance - the newly inaugurated routes will have little economic impact - the move will increase pressure on Taipei to abandon fully its ban on direct shipping, aviation, communications and trade.

Norway and UK clear gas export hurdles

By Robert Corzine
in London

Norway and the UK have cleared the final hurdles to a resumption of large-scale exports of Norwegian natural gas to Britain.

Lord Fraser of Carmyllie, UK energy minister, yesterday said agreement had been reached on detailed revisions to the Frigg pipeline treaty, as well as on a new framework agreement to govern future cross-border pipelines.

The revised treaty will open up the under-used pipeline linking the Frigg field, which lies astride the boundary between the two countries, to gas from nearby Norwegian and UK fields. The framework agreement means that new cross-border pipelines can be built without the need to sign a separate treaty between Oslo and London.

Yesterday's deal is expected to lead to a resumption of contract talks between Norwegian producers and big industrial gas consumers in the UK. Several deals, including one with National Power, have been on hold for several years because of slow progress on revising the original treaty, which restricted the use of the pipeline to gas from the Frigg field. It is now in decline, with production expected to end within the next few years.

In recent years UK officials were more concerned with encouraging the development of Britain's offshore gas reserves than revising the treaty, and consequently put the issue of the pipeline's future on the back burner.

But the British government's interest in promoting a proposed gas directive to open the EU gas market to competition led it to resurrect talks with Norway last year. Lord Fraser noted at the time that Britain's advocacy of gas liberalisation in the EU was undermined by its de facto ban on new Norwegian exports.

Agreement on the Frigg

treaty should help Britain in its lobbying efforts in Europe, according to industry analysts.

The existence of a more flexible pipeline grid linking Norway and the UK to import-dependent continental European markets should help ease fears that liberalisation would undercut security of gas supplies. EU energy ministers are due to meet next month to discuss the latest draft proposals.

It is not clear how quickly large-scale exports will be resumed. Some Norwegian companies have already undertaken detailed studies of what work will be required to tap into the Frigg line.

Statoff, Norway's state oil and gas company, has a gas marketing and sales arm in the UK and has been particularly keen to be able to sell Norwegian gas in the domestic UK market.

Another uncertainty is how much gas will be aimed at the UK market, which currently has plentiful supplies of gas. Some UK gas producers have raised the possibility that new Norwegian exports could depress UK gas prices further. That in turn might mean that development of some marginal UK fields might be delayed.

But analysts point out that the Frigg line lands at St Fergus on the Scottish coast, well away from the main centres of gas demand in southern England, so the price of UK gas in the UK will have to reflect the increased transport cost.

UK government officials say the opening of the Frigg line could also result in Norway using the UK as an alternative export route to third countries.

In 1985 Norwegian gas supplied about 27 per cent of UK demand. But a sharp increase in UK gas production and the refusal of the British government to authorise new gas imports has caused Norway's share of the UK market to fall to about 2 per cent.

WORLD TRADE NEWS DIGEST

EU challenge to Argentina

The European Union has filed a formal complaint against Argentina at the World Trade Organisation, claiming that customs duties and labelling regulations affecting imports of footwear and textiles breach international fair trade rules.

The EU move follows a similar complaint by the US last October. A WTO panel was set up in February after the two sides failed to reach a settlement in consultations. The EU reserved third party rights in that dispute.

Both complaints relate to a series of measures taken by Argentina in 1995 to curb cheap Asian imports. Duties of up to 125 per cent were placed on some items despite Argentina's commitment in the Uruguay Round trade negotiations not to raise tariffs above 35 per cent.

The EU has also challenged new labelling rules that require the name of the importer and the number of the import affidavit submitted to the Argentine authorities. Brussels says this represents a barrier to trade.

Under WTO rules the two sides have 60 days to consult bilaterally, following which the EU can ask for a WTO panel to be established.

Frances Williams, Geneva

NZ quizzes horticulturists

New Zealand has asked China for more information about a horticultural delegation that was intercepted attempting to take a new strain of apple plant out of the country, officials said yesterday.

In a combined police, customs and Ministry of Agriculture operation at Auckland airport last Sunday, 15 cuttings from a new apple variety developed by New Zealand researchers were found in the hand luggage of one of a group of five horticulturists about to return to China.

They were given warnings but allowed to leave the country the following day after apologising, police said.

Mr Neil Kiron, customs minister, said he did not consider the alleged incident amounted to industrial espionage, and New Zealand would not prosecute the Chinese scientists. But with the fruit industry one of New Zealand's primary exporters, industry and opposition politicians have called for a tougher line.

Both the foreign and commerce ministries said they were looking for more details.

"The incident is a very real concern," Mr John Luxton, associate agriculture minister, said. "Apparent attempts, such as this, to pirate the fruits of our research labours are very concerning."

Reuter, Wellington

Pipeline signing delayed

The expected signing of the Caspian Pipeline Consortium's final documents will not take place today as planned, according to an employee of one of the companies involved. This will further delay the second stage of the pipeline, which eventually will carry 1.2m barrels a day of oil from Kazakhstan to the Black Sea.

The agreement is being held up by an awaited announcement from the Russian government over CPC's Russian shareholder.

Moscow has a 24 per cent share in the consortium. Transneft, the state-owned pipeline company, was expected to be the shareholder, but the delay shows opinions are divided.

The eventual signing is expected to take place in a few weeks. Once it is signed, portions of existing Russian and Kazakh pipeline infrastructure will be transferred to the consortium's control, and contracts will be drawn up for design and procurement to allow building to begin.

Charles Clover, Almaty

Pursuant to Article 277, paragraph 2, of the Company Act, and Section 52, paragraph 1, of the Articles of Association of Zagrebačka banka, the Management Board of Zagrebačka banka passed, on 16 April 1997, Decision on convening

Annual General Meeting of Shareholders of Zagrebačka banka

to be held on 10 June 1997, at 12:00 hours, at the Vatroslav Lisinski Concert Hall in Zagreb, Croatia, Trnajska cesta b.b.

Zagrebačka banka

The following agenda for the Annual General Meeting has been agreed:

1. The report of the Supervisory Board
2. The 1996 Annual Report of Zagrebačka banka
 - a) Decision on approval and adoption of the Annual Report of Zagrebačka banka for the year ended 31 December 1996; and
 - b) Report on Condition of Zagrebačka banka (forming an integral part of the Annual Report)
3. Approval of conduct of the Management and Supervisory Boards
 - a) Decision on approval of conduct of the Management Board
 - b) Decision on approval of conduct of the Supervisory Board
4. Decision on remuneration for the Supervisory Board members
 - a) Decision on discharge of Mr I. Šorić
 - b) Decision on discharge of Mr G. Hanzek
5. Election of the new Supervisory Board members
 - a) Decision on election of Mr F. von Schwarzenberg as Supervisory Board Member
 - b) Decision on election of a new Supervisory Board Member
7. Decision on appointment of auditors of Zagrebačka banka for 1997
8. Amendments to the Articles of Association
9. Election of the Chairman and Vice-chairman of the General Meeting of Shareholders

1. The Management and Supervisory Boards propose that the Supervisory Board's Report on Supervision of Operations of Zagrebačka banka for 1996, and the Annual Report of Zagrebačka banka for the year ended 31 December 1996, be approved.

2a. The Management and Supervisory Boards have defined the Annual Report of Zagrebačka banka for the year ended 31 December 1996 and the Report on Condition of Zagrebačka banka (forming an integral part of the Annual Report), and propose that the General Meeting pass the decision on approval of the relevant documents.

2b. The Management and Supervisory Boards propose that the General Meeting pass the Decision on appropriation of profits of Zagrebačka banka for 1996, stating that Zagrebačka banka made profits (after taxation) in the amount of HRK 218,508,319.43 in the year ended 31 December 1996, and proposing the following allocation of profits: A portion of profits amounting to HRK 62,121,639.24 is to be disbursed to the shareholders as dividends, the dividend payable on the A, B and D series ordinary shares being equal to 6% of the shares' nominal amount, the dividend payable on the C series preference shares equal to 10.5%, and the dividend payable to the E series preference shares equal to 7% of the shares' nominal amount calculated on the basis of the shares' nominal amount, kuna countervalue at the mean rate of exchange determined as the arithmetic mean of the Bank's selling and buying rates of exchange for DM at the date of dividend disbursement. It also proposed the remaining profits, in the amount of HRK 155,995,631.19, be allocated to the Bank's reserves.

2c. The Management and Supervisory Boards propose that the General Meeting pass the Decision on approval of conduct of the Management Board members.

2d. The Management and Supervisory Boards propose that the General Meeting pass the Decision on approval of conduct of the Supervisory Board members.

4. The Management and Supervisory Boards propose that the General Meeting pass the following Decision, laying down the remuneration of the members of the Supervisory Board of Zagrebačka banka:

Members of the Supervisory Board shall be paid a one-off consideration in the amount of HRK 1,000 per meeting for their attendance at the meetings of the Supervisory Board during 1997. Members of the Supervisory Board shall be entitled to the above consideration only if (s)he has attended a particular meeting.

Apart from the consideration referred to in paragraph 1 of this section, members of the Supervisory Board shall also be entitled to the remuneration of the members of the Supervisory Board in connection with the attendance at a meeting of the Supervisory Board.

When disbursing the amounts of consideration referred to in paragraph 1 of this section and the travel expenses referred to in paragraph 3 of this section, the Bank shall pay the respective income tax liabilities calculated, by applying a translated rate, at the highest rate (35%), and the surtax liabilities calculated at the rate ruling at the place of the member's permanent residence.

Members of the Supervisory Board shall also be entitled to a one-off yearly remuneration.

The General Meeting shall determine the amount and method of disbursement of the above yearly remuneration at the meeting when the Decision on approval of the Annual Report shall have been taken. The amount of the remuneration shall depend on the year's results.

II

In the year ended 31 December 1996, the Bank made profits (after taxation) in the amount of HRK 218,508,319.43. At this meeting, the General Meeting of Shareholders has approved the Report on the Bank's condition. Thus, the amount of the remuneration of the Supervisory Board members for their conduct in 1996 has been determined as 0.269% of the Bank's profits after taxation.

The Vice-chairman's remuneration shall be 12.5% higher than the remuneration of other members of the Supervisory Board, and the Chairman's remuneration shall be 25% higher than the remuneration of other members of the Supervisory Board.

The disbursement of remuneration under this Decision shall be charged to the operating costs of the current year, and the payments will be made within 30 (thirty) days after the Decision has been passed.

When disbursing the amounts of remuneration referred to in this section, the Bank shall pay the respective income tax liabilities calculated, by applying a translated rate, at the highest rate (35%), and the surtax liabilities calculated at the rate ruling at the place of the member's permanent residence.

5a. In compliance with Section 41, paragraph 1, item 2, of the Articles of Association of Zagrebačka banka, and in connection with Article 255, paragraph 2, item 3, of the Company Act, the Supervisory Board proposes that the General Meeting approve the Decision on discharge of the Supervisory Board Member, Mr I. Šorić.

5b. In compliance with Section 41, paragraph 1, item 2, of the Articles of Association of Zagrebačka banka, and in connection with Article 255, paragraph 2, item 3, of the Company Act, the Supervisory Board proposes that the General Meeting approve the Decision on discharge of the Supervisory Board member, Mr G. Hanzek.

6a. Pursuant to Article 256 of the Company Act, the Supervisory Board proposes that the General Meeting approve the Decision on election of Mr F. von Schwarzenberg as Supervisory Board Member, to replace Mr I. Šorić, who has been discharged.

6b. Pursuant to Article 256 of the Company Act, the Supervisory Board proposes that the General Meeting approve the Decision on election of a new Supervisory Board member, to replace Mr G. Hanzek, who has been discharged.

7. The Supervisory Board proposes to the General Meeting that the Decision on appointment of auditors of Zagrebačka banka be approved, whereby KPMG Audit Pbc, London and KPMG d.o.o. za reviziju, Zagreb are appointed auditors of Zagrebačka banka for the year ending 31 December 1997.

8. In compliance with Section 51 of the Articles of Association of Zagrebačka banka, the Supervisory Board proposes the following amendments to the Articles of Association to be approved by the General Meeting:

Article 1

Section 16 of the Articles of Association of Zagrebačka banka, adopted by the General Meeting of Shareholders of Zagrebačka banka at its 9th meeting held on 26 January 1994, has been amended to read as follows:

"The Bank shall form legal and statutory reserves, reserves for treasury shares and other reserves. The Bank shall also establish reserves against potential losses arising from doubtful loans and associated off-balance sheet items. A special decision of the General Meeting of Shareholders may provide for the establishment of other reserves, the amounts of funds engaged in them, and the terms and methods of their utilisation."

Article 2

Section 17 of the Articles of Association has been amended to read as follows:

"The Bank shall form legal reserves up to the amount stipulated by the Company Law. The Bank shall form reserves for treasury shares up to the amount required for the purchase of 10% of the issued shares. The remaining amount of reserves, exceeding the amount of legal, statutory and reserves for treasury shares, shall be considered other reserves."

Article 3

Section 18 of the Articles of Association has been amended to read as follows:

"Other reserves shall be utilised for the same purposes as the legal reserves, for covering the excess of the nominal value of shares over the nominal value of convertible bonds, for the withdrawal and purchase of the Bank's own shares."

Article 4

Section 19 of the Articles of Association has been amended to read as follows:

"The Bank shall form statutory reserves for the establishment of pension funds for the Bank's employees. In the event of lack of other funds, the statutory reserves, as laid down in para. 1 of this Section, may also be utilised for the same purposes as the legal reserves."

A special by-law adopted by the Management Board shall regulate the issues concerning pension funds. The amounts engaged in them shall be dependent on the number of employees insured. The amount of the statutory reserves shall be determined by the General Meeting of Shareholders, and the decision on their allocation for the purposes laid down in this Section shall be taken by the Management Board with consent of the Supervisory Board, pursuant to the provisions of the by-law from the preceding paragraph."

Article 5

In the first and second sentences of Section 54 of the Articles of Association, the word "fifteen" has been replaced by the word "ten".

Article 6

In Section 59 of the Articles of Association, a new paragraph (3) has been added to follow paragraph 2, and it reads as follows: "The provisions of paras. 1 and 2 of this Article shall not apply in the instances when the shares of an individual shareholder are deposited with a financial institution acting as depository, to which institution (depository) the shareholder has transferred their voting right carried by the deposited shares, and the depository has to this and issued to the shareholder special certificates which may be the object of trade. In case of such special certificates being converted into shares, the paras. 1 and 2 of this Section shall apply accordingly."

Article 7

In Section 67 of the Articles of Association, paragraph 1, a new sentence has been added to follow the first sentence, and it reads as follows:

"Except the instance referred to in Section 59, paragraph 3, of the Articles of Association, the Share Register shall contain the name of the person holding shares for third parties and the name(s) of the person(s) for whom the shares are held."

Article 8

In Section 72 of the Articles of Association, a new paragraph (2) has been added, and it shall read as follows: "The third shareholder, except the shareholder referred to in Section 59, paragraph 3, of the Articles of Association, is due to notify the Bank about the person(s), for whom the shares are held, and about any relation of dependency or association described in the preceding paragraph of this Section, in compliance with the Bank's policies under the applicable regulations and the Bank's commitments in connection with the issue and trading of its treasury shares."

Article 9

In Section 82 of the Articles of Association, a new paragraph (5) has been added to follow paragraph 4, and the new paragraph shall read as follows:

"After the approval of the amendments to the Articles of Association, the Management Board shall be authorised to re-allocate the reserves by forming the required amount of reserves for treasury shares out of the Bank's existing reserves. The outstanding amount of reserves for treasury shares shall be formed, during the year on a temporary basis out of other reserves."

Article 10

All other provisions of the Articles of Association shall remain unchanged.

Article 11

The Decision on amendments to the Articles of Association shall come into force at the date of entrance in the Company Register. The Supervisory Board shall be authorised to define the final version of the Articles of Association.

9. Pursuant to Section 57 of the Articles of Association of Zagrebačka banka, the proposal has been put forward for Prof. Dr. Jasko Barbić to be elected Chairman and Mr Ivan Šorić Vice-Chairman of the General Meeting of Shareholders, with the two-year term of office.

In compliance with provisions of the Articles of Association of Zagrebačka banka and the Rules of Procedure of the General Meeting, each DM 100 of the nominal amount of a voting share shall carry one vote at the General Meeting. A shareholder may, individually or together with a "third shareholder", hold the maximum of five per cent of the total number of votes at the General Meeting.

Prior to the General Meeting, shareholders may deliver to the Bank the original, duly signed, copy of their voting papers. Unless otherwise decided, votes cast in such a manner shall be taken into account only if the shareholders are present, or represented by a proxy, at the time of voting at the General Meeting. The shareholders may appoint a proxy to represent them at the General Meeting and vote on their behalf according to the instructions given by the shareholders.

If a shareholder, or his/her proxy, want to be present at the General Meeting, they must submit a written application to the Management Board fifteen days before the General Meeting at the latest. The shareholder must deposit shares, or special certificates, with the Bank fifteen days before the General Meeting at the latest.

The transfers of shares made within 15 days before the General Meeting shall be entered into the share register after the General Meeting. All rights arising from the shares within this period and during the General Meeting shall be assigned to the shareholder entered in the share register.

Materials for the General Meeting may be looked into and collected at the Zagrebačka banka offices at Peranićka 2, Zagreb and at the Bank's branch offices outside Zagreb.

The shareholders are hereby invited to attend the Annual General Meeting of Shareholders of Zagrebačka banka. If there be no required quorum to pass the decisions at the General Meeting, as stipulated by the Articles of Association, the Annual General Meeting shall be adjourned and the next Annual General Meeting held at the same place on 17 June 1997, at 12:00 hours.

Labour vows tougher laws on race crime

By Liam Halligan,
Political Staff

Tough new powers to crack down on racial attacks were promised by Mr Tony Blair, Labour leader, in a renewed effort to woo the Asian vote.

Mr Blair said a Labour government would legislate to make racially motivated violence a criminal offence. The Race Relations Act would also be strengthened, giving police and municipal bodies more authority to deal with racial harassment.

"The Labour party's commitment to anti-racism is very clear and well established - we have become a truly one nation party," Mr Blair said in an interview broadcast last night on Zee TV, a UK satellite channel aimed at Asian viewers.

Labour's proposals were criticised by civil liberties groups and lawyers. "The laws as they stand are per-

The general election campaign

fectly adequate to deal with racial attacks," said Mr Steve Silver, of Searchlight, the anti-fascist organisation. "What is needed is the political will to enforce such laws."

Labour is likely to receive support from 70 per cent of Asian voters, up from 64 per cent in 1992, according to a recent Zee TV poll commissioned from the MORI poll-ster organisation.

Asians account for only about 1.5 per cent of the electorate, but there are more than 40 seats in which the Asian voting population outweighs the margin of victory in the 1992 general election.

All three main parties have attempted to woo ethnic voters with Asian-oriented election broadcasts on Zee-TV, using endorse-

ment from successful Asian businessmen.

"The parties realise that it is simply not enough for politicians to go into a temple or a mosque and get garlanded," said Ms Anita Anand, the channel's head of news.

Labour's lead over the Conservatives is steady at 18

THE LAWYER AND THE BUSINESSMAN



per cent, according to a Harris opinion poll to be published in today's Independent newspaper. It shows support for Labour down 1 point to 48 per cent over the past week, but with the Conservatives also slipping 1 point to 30 per cent. The Liberal Democrats are up two points to 15 per cent with

other parties up one to 7 per cent. The survey also suggests that the Labour vote is the most solid, with 80 per cent of its supporters "certain to vote Labour" with only 60 per cent of Conservatives certain to vote for their party.

The Harris figures damp the excitement kindled by an

ICM poll in The Guardian newspaper earlier in the week. That suggested Labour's lead had dropped from 14 per cent to only 5 per cent.

But a MORI poll in The Times yesterday indicated that Labour's lead was up over the past week from 17 per cent to 21 per cent.

can make is to encourage alliances between those whose views we abhor and those who want to encourage free speech," he said.

Cyclos will say Mr Howard is "travelling far west" but immigration policies have minority appeal. According to MORI, three-quarters of Britons think existing immigration legislation is too strict, or about right. Yet that still leaves around 20 per cent of the population who want immigration controls made tighter.

Liam Halligan

Far-right faction still remote from power

The British National party is much less influential than similar groups in other countries

The 1988 declaration by Mr Enoch Powell, then a Conservative MP, that he foresaw "the River Tiber flowing with much blood" if immigration to Britain were not reduced, is part of British political folklore. After the speech Mr Powell was widely ridiculed, and sacked from Mr Edward Heath's shadow cabinet.

Less often referred to - but still widely known - is the strong increase in Conservative support which followed the "rivers of blood" speech. Many historians have judged that Mr Powell's outburst contributed significantly to the 1970 Conservative election victory.

Immigration in the UK is high and rising - some 55,480 people came from

overseas to make their home in Britain in 1996, up from 49,650 in 1995, increasing the total of non-white ethnic minorities to 3.5m, or 5.5 per cent of the total population.

But despite Mr Powell's warning, British race relations are generally quite good. No far-right movement exists with influence comparable to that of Mr Jean-Marie Le Pen's National Front in France, or Austria's Freedom party, led by Mr Jörg Haider. The British National party, the UK's main far-right grouping, is a political gnat with no hope of winning a seat in the general election on May 1.

While refusing to disclose its true strength, the BNP is believed to have only 600 members, although it has

candidates in 55 of the 659 parliamentary districts. Britain's political broadcasting rules, designed to prevent the mainstream parties from monopolising the campaign period, mean that a five-minute BNP election broadcast will today go out on national television and radio.

The broadcast mainly features Mr John Tyndall, BNP leader, trying to convince voters that non-white immigration should be halted and British blacks and Asians repatriated. The prospect of its appearance has caused discontent in the BBC, the public service broadcasting organisation financed by a state-imposed levy on users of television sets.

Staff at the BBC's London

headquarters mounted an unsuccessful campaign to stop what is the first BNP broadcast in 14 years, with several hundred signing a petition initiated by the Anti-Nazi League. BBC officials say they are powerless to stop the broadcast, as it is not libellous or in breach of race relations legislation.

Searchlight, an anti-fascist organisation, argues that any broadcast by the BNP could be deemed illegal, claiming it would be intended to incite racial hatred.

The BNP's broadcast has also been condemned by Britain's National Assembly against Racism. "This transmission is outrageous," the organisation said. "We are livid that taxpayers' money

is being used." Other critics have protested that many of the BNP's candidates have criminal convictions. The party's London agent, Mr Tony Loomes, has served two jail sentences - for an attempted bomb attack on a left-wing meeting hall and a violent assault on a Jewish teacher.

Most mainstream politicians have steered clear of the row. Mr Jerry Hayes, Conservative candidate for Barlow, a district where the BNP is standing, said: "The BNP will get such a low vote they'll be exposed for the scum that they are."

But Mr Michael Howard, home secretary, yesterday defended the BNP's right to make an election broadcast.

"The biggest mistake we

UK NEWS DIGEST

Lloyd's move to enforce writs

The Lloyd's of London insurance market is to begin enforcing writs against 1,000 Names who refused to reinsure their losses into Equitas.

The move follows a ruling yesterday in a London test case brought by Lloyd's against three Names - individuals whose assets have traditionally backed the insurance market - that they should pay their losses before suing it for fraud. The judge supported the insurance market's claim that Names should "pay now, sue later" under the reinsurance contract with Equitas.

The defendants will appeal, but Lloyd's said the decision strengthened its hand against Names still holding out. It is trying to recover £269m (\$570m) in unpaid debts from Names who did not accept a plan completed last September to reinsure billions of pounds in liabilities into a new company called Equitas.

Ms Catherine Mackenzie Smith, chairman of the United Names Organisation which supported the Names in their defence, said she was "astounded" at yesterday's ruling. She added that moves were afoot to bring a case to the European Court of Human Rights alleging that Names had no access to justice. Another group of Names attempting to sue Lloyd's for fraud in US courts said the decision showed that English law offered them "no remedies for fraud".

Christopher Adams, London

SHIPBUILDING

P&O order goes to Germany

P&O Cruises, the UK's largest cruise company, yesterday announced it was awarding a £200m (\$324m) order for a new liner to a German shipyard.

The Meyer-Werft yard in Papenburg was one of four European shipbuilders to bid for the contract to make the 76,000-tonne vessel, which will be ready for service in 2000. Mr Gwyn Hughes, the managing director of P&O Cruises, said the company had preferred Meyer-Werft because of the expertise the yard had acquired in building the P&O flagship Oriana, which was launched in 1995.

The other bidders were the Italian Fincantieri yard, which is building a £200m liner for the P&O subsidiary Princess Cruises; Masa of Finland and Chantier d'Atlantique of France.

Michael Peel, London

FUND MANAGEMENT

Regulator fines Amvesco \$97,000

Imro, regulator of the fund management industry, has fined Amvesco, a fund manager group, for breaching the handling of client money rules.

The fine is the largest to be levied against Amvesco since 1991. Last week, when Deutsche Morgan Grenfell was fined \$2m for breaching the same rules, the record for the largest fine levied to Imro - \$750,000 in 1993.

Imro said yesterday that Amvesco had agreed to settle disciplinary proceedings brought following its failure to comply with rules governing how funds compare or reconcile their report of the money held by clients on the bank with the bank's own records.

William Jones, London

PORTS PROTEST

Trucks freed from blockade

The ending yesterday of the blockade of the French ports of Calais, Boulogne and Dunkirk, intended as a protest against the French government's handling of the crisis of the French shipping industry, allowed thousands of trucks stranded in the UK and northern France to resume their journeys.

The Freight Transport Association called on the French authorities to expedite the release of trucks which were in France at the time of the blockade. The association said that its members had agreed to return to work after a meeting in Paris between their leaders and the French agricultural minister, Mr Philippe Vasseur. Mr George Young, the chief UK transport minister, said he would press the French authorities to compensate hauliers caught up in this week's dispute and the blockades by French hauliers last November.

Charles Batchelor, London

NORTHERN IRELAND

French company warns strikers

Montpel, the French car components manufacturer, warned yesterday that it may have to close its Northern Ireland factory unless workers today end an unofficial two-week strike which has halted production.

More than 250 workers taking part in the strike ignored warnings yesterday to return to work, following a mass meeting outside the factory gates. The company issued dismissal notices to 20 striking workers on Wednesday, and wrote to all employees engaged in the strike warning that they would all be dismissed.

Mr George Semple, the chief executive of Montpel Northern Ireland, said he issued all employees with an ultimatum to be at the factory this morning. The Amalgamated Engineering and Electrical Union has consistently spoken out against the unofficial strike, which was triggered by the alleged sacking of two fathers at the Belfast factory. Montpel says the two men were not dismissed as the strikers claim.

John Murray Brown, Belfast

INWARD INVESTMENT

Amec to build plant for LG

Amec has been named as preferred contractor to build a semiconductor manufacturing plant at Newport in south Wales, part of a £1.7bn (\$2.75bn) investment by LG of Korea. It forms, together with an adjacent computer assembly plant proposed by LG, one of the largest inward investments in the UK. Total cost of the semiconductor water plant is expected to rise to more than £10m after spending on plant and equipment. The plants will employ more than 6000 workers.

Andrew Taylor, London

Government is accused in EU 'poverty' report

By Caroline Southey in
Brussels

The UK government was yesterday accused in a report approved by the European parliament of incompetence in distributing EU funds targeted at poorer regions. The report was prepared for the parliament's committee on regional policy by Mrs Ariene McCarthy, the Labour MEP for the Peak District in England.

The UK is the largest recipient of EU structural funds targeted at industrial areas in decline, with 31 per cent of the population, more than any other member state, qualifying for such grants.

The UK's £1.6bn (\$2.48bn) annual share of EU structural funds is distributed as grants to regions to boost economic activity and create jobs.

"Major problems exist in the UK government's management of the structural funds," the report says. "Key players in the voluntary and private sectors have been deterred from applying for funding because of excessive bureaucracy, conflicting guidance, rigid structures and a general lack of resources to manage programmes effectively."

The report points to delays of up to three years in the allocation of funds for some projects. Small organisations and the voluntary sector have been hardest hit by the government's failure to act once projects have been approved, with many being forced into bankruptcy.

"Programmes regularly start late and progress is often delayed through inadequate staff in government offices," the report says.

Crucial to the UK's problems is its poor regional structures and the fact that the central government is responsible for managing the funds, the report says.

Mrs McCarthy said even UK government officials believed this had led to a "confusion of interests" since the government was "both the applicant and the manager of the funds".

She said the "lack of accountability" in the UK system was highlighted by the fact that £428m had been channelled into public utilities such as British Gas and British Telecom, which received funds before they were privatised.

Scots mine goes into liquidation

By James Dunton
in Edinburgh

Monktonhall, the troubled coalmine near Edinburgh in Scotland, has gone into liquidation after its management concluded that severe flooding of its only working face had put an end to its continuing operation.

Waverley Mining Finance, the quoted company which bought Monktonhall from a consortium formed by miners who had each invested £10,000 (\$16,200), said it had withdrawn its financial support.

The loss of production and the likely cost of removing the water inside the repository of the mine, which has been run on a "care and

maintenance" basis since last month, was untenable.

"Monktonhall became a case study in the shrinking coal mining industry in the early 1990s when mine-workers formed a consortium to lease it from British Coal, the former state-run body, which had mothballed the mine in 1987."

Unable to raise outside finance, the consortium collected £1.5m in 210,000 shares from about 150 members, some of whom re-mortgaged their homes to raise the money.

But the consortium was in trouble within a few months of starting production in 1992. Equipment did not work properly and the miners encountered geological

problems. In its first financial year, Monktonhall Mine worked just 23.7m.

In spite of being nearly bankrupt, the miners rejected a takeover bid from RJB Mining which would have valued their stakes at £1,000 each.

Early in 1994 they sold 49 per cent to Waverley for £200,000, which they then embarked on a £7m investment programme. In 1995 Waverley decided that a further £15m investment was essential and bought out the miner-shareholders. Each received shares in Waverley.

With Monktonhall going into liquidation, there is now only one operating deep mine in Scotland, which is run by Mining (Scotland), a

consortium in which Waverley has a 27 per cent stake.

Monktonhall will revert to the Coal Authority, the successor to British Coal, which administered the immense state-owned mining industry of the past.

Monktonhall, which normally supplies a nearby power station, was placed on care and maintenance in March, when coal cutting was made impractical by the severe inflow of water. The flow has since increased.

"It has reached a point where water was coming in faster than it was being pumped out, and we realised it would take eight months to drain," said Mr William McClellan, the managing director of Waverley.

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Oklahoma bomb trial starts ■ McVeigh accused of killing 168

Internet spurs US fear of fanatics

Americans dug in yesterday for the start of the most celebrated terrorism trial in the country's history, as lawyers outlined the case for and against Mr Timothy McVeigh, accused of killing 168 people in the bombing in 1995 of a federal building in Oklahoma City.

The state of siege is both psychological and physical: the Denver courthouse is ringed by steel and concrete, the jurors are numbered and screened to protect their identity, and everyone involved in the case is under gag order from the court. Nationwide, commemoration of the worst terrorist act on American soil has fed a fear verging on paranoia.

"Expect more bombs," says the headline of a study on anti-government extremism published recently by the Southern Poverty Law Center, which tracks right-wing militia groups. "In the next few years, we're going to look more and more like Northern Ireland," adds Mr Jack Levin, director of Northeastern University's Program for the Study of Violence and Conflict.

Academics and law enforcement experts say the popularity of militia groups has grown since Oklahoma City, with the number of identifiable groups rising by 6 per cent since 1995. The Southern Poverty Law Center says there are now 441 armed groups in 50 states.

But all the experts admit such figures are of dubious

accuracy: most of the groups are tiny, leaderless cells which operate underground, with no overall command structure. And as fanatical individualism is one of the qualifications for membership, it is hard to foresee the groups posing a co-ordinated threat to American domestic security.

Law enforcement experts worry that the Internet could change all that. "The computer is the most vital piece of equipment in the patriot movement's arsenal," says the Southern Poverty Law Center report, using the militia groups' self-proclaimed label of "patriots". "It has given people who might never have crossed paths an opportunity to build alliances based on their common hatred for the federal government."

Using their own PGP ("pretty good protection") encryption software, militia groups maintain web sites and chat rooms on the Internet. There they offer advice on armed combat - including hints such as "incoming fire has the right of way" and "never draw fire, it irritates those around you". But they also run a home-shopping network for everything from material to survivalist videos.

Mr Brian Levin, director of the Center on Hate and Extremism at Stockton College in New Jersey, estimates that the Internet and postal militia shopping business is worth at least \$100m a year.



Scene of the Oklahoma bomb outrage shortly after the blast

Survivalists can learn to preserve food for the coming siege from a video marketed by the Oregon-based Christian Patriot Association, entitled "Dry it - You'll Like It". And for conspiracy theorists, well represented in militia ranks, the patriot presses carry stories with headlines such as "The mark of the New World Order: an ID block in your right hand!" - warning of a government plot to implant sur-

veillance microchips in all newborn babies. Hysteria over the presence of rightwing groups on the Internet fuels the general sense of national vulnerability, while the image of the Net has suffered from publicity linking it to the recent mass suicide of cult members in California, and to pornography.

But Mr Jack Levin warns that it is a mistake to focus on the colourful, lunatic

fringe of armed extremist groups. "The real threat is not from the militias but from the mainstream," he says. "More and more Americans are going to the margins for solutions to their problems." More people than ever, especially in the centre, have "given up on America". He believes their motivation is largely economic rather than ideological. "What inspires them is not guns but butter."

More likely, both. The common denominator among such groups - whose membership is probably in the tens of thousands - is hatred of the federal government, with a potent threat of white supremacy. But beyond that there are more differences than similarities between them. Some are fanatical abortion opponents, others gun rights activists, but many are simply afraid not just of a new world order of black United Nations helicopters, but of a new global trading order.

Only a tiny fringe react by playing at terrorism, conducting weekend war games in suburban woodlands. But opinion polls show that, though actual acts of violence are very limited, alienation is pervasive. According to a recent US News and World Report poll, 71 per cent of men without a college degree say the federal government interferes too much in people's lives.

But Mr Brian Levin says anti-government extremists are finding it "harder to mine the mainstream" since last year's election, which marked a pendulum swing back to the political centre.

He acknowledges that fear of extremists is overdone: "The odds of being killed by an asteroid are larger" than those of being killed by a terrorist in America, he says. But, he adds, "our fears don't conform to the statistics".

Patti Waldmeir

AMERICAN NEWS DIGEST

Clinton push on treaty

President Bill Clinton yesterday made an eleventh-hour bid to secure the Republican support needed to ratify a treaty outlawing poison gas, ahead of a crucial Senate vote on the accord last night.

He assured Mr Trent Lott, Senate majority leader, in a letter that the US would withdraw from the chemical weapons convention if it proved not to meet several specified conditions. Mr Lott called Mr Clinton's pledge "a major and dramatic move in the right direction" likely to influence his thinking. But Mr Lott did not say how he would vote.

The Senate's decision is widely viewed as a test of Mr Clinton's authority and of political support for continued US international commitments. Mr Clinton's pledges yesterday were designed to meet complaints by treaty opponents who object it is intrusive, unenforceable and ineffective.

Guy de Jonquieres, Washington

Fujimori popularity soars

President Alberto Fujimori's popularity has soared after the successful raid on the besieged Japanese ambassador's house on Tuesday, an opinion poll showed.

A survey by polling agency Apoyo SA conducted the day after the raid showed Mr Fujimori's popularity shot up to 67 per cent from 38 per cent four days ago. Apoyo director Alfredo Torres said. The poll showed 54 per cent approved of the assault, in which commandos rescued all but one of the 72 hostages alive. Only 10 per cent disapproved.

Two soldiers and all 14 of the Tupac Amaru Revolutionary Movement (MRTA) guerrillas died in the 40-minute gun battle.

Mr Yukihiko Ikeda, Japanese foreign minister, arrived in Lima early on Thursday to congratulate Mr Fujimori and hear first hand how the 18-week-long hostage crisis was ended.

Reuters, Lima

Menem signs airport decree

President Carlos Menem of Argentina yesterday signed a decree to privatise the running of the country's main airports, after congress failed to approve legislation for the sell-off. The first wave of privatisation covers 25 out of 53 airports, including the international and national airports of Buenos Aires. The government will sell a concession to run the airports for 30 years, to a single operator.

The government hopes the winning bidder will make an initial investment of about \$250m in upgrading the airports. Mr Jorge Rodriguez, cabinet secretary, said yesterday more than 15 international companies had expressed interest in running them.

The privatisation has been dogged by controversy. In some airports services such as duty-free shops and cargo deposits are already run by private companies. Air traffic control and security will remain the preserve of the air force.

Ken Warn, Buenos Aires

Puerto Rico phone sell-off

The Puerto Rican government has put the island's telephone company up for sale. The company, which had a monopoly on telephone services in the US possession in the north east Caribbean, has assets of \$2.2bn. The company, with a network of 1.5m lines, made a \$27m profit in 1995.

Carute James, Kingston

Brazil may delay selling off mining giant

By Geoff Dyer in São Paulo

The Brazilian government said yesterday the privatisation of the mining giant Companhia Vale do Rio Doce (CVRD), scheduled for next Tuesday, might be delayed because of the barrage of legal actions against the sale.

Mr Antonio Kandir, planning minister, said it was possible the auction would have to be put back a few days, although he was "confi-

dent" it would take place. Over 60 legal challenges have been lodged.

Mr Kandir spoke after the supreme federal tribunal, the country's highest court dismissed a legal case brought by the order of Brazilian lawyers claiming the sale was unconstitutional. The court did uphold an injunction which prevents the government from including in the sale 411,000 hectares of land at Carajas in northern Brazil.

Mr José Pio Borges, vice president of the National Development Bank (BNDES), organising the privatisation, said the injunction would not affect the government's plans because it concerned only land rights and did not concern the company's mining rights.

The government plans to sell a 40-45 per cent stake of voting shares in CVRD to a consortium of industry buyers at a public auction at the Rio de Janeiro stock

exchange for a minimum price of R\$3.3bn (\$3.1bn).

Two consortia are planning to bid in the auction. One, called Valecon, will be led by Grupo Votorantim, the largest family-owned company in Brazil, and Anglo American, the South African mining group. Other members include Caemi, the Brazilian mining company, two Brazilian pension funds, Centrus and Sistel, and a group of 12 Japanese companies, led by Nip-

pon Steel.

The other will be led by Companhia Siderúrgica Nacional (CSN), the largest steelmaker in Brazil, and is expected to include four Brazilian pension funds, Suzano, the pulp and paper group, Nations Bank of the US and Opportunity Asset Management, an investment fund.

CSN has also been in talks with Gencor, the South African mining group.

Hopes for end to tobacco wars as talk turns to financial pay-off

It may be difficult to believe but US cigarette makers and their deadline foes have been attempting to negotiate a lasting peace in the tobacco wars for three weeks.

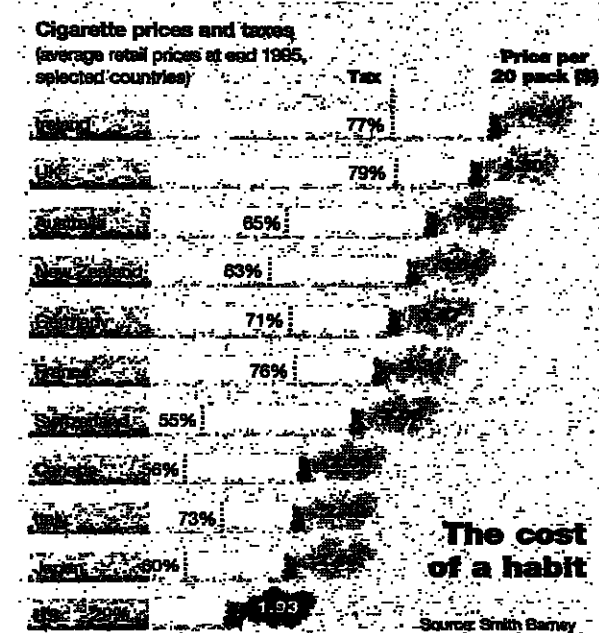
Analysts say the two sides have not reached the stage where they have begun to talk about money: but when they do, the settlement may look rather different from the version so far presented.

According to last week's leaks, the deal under discussion would see US cigarette makers paying \$300bn into a smokers' compensation fund over the next 25 years and accepting tough new curbs on advertising in return for immunity from lawsuits claiming health damage or addiction.

Back-of-the-envelope calculations indicate that the financial penalty, though superficially vast, would have little effect on tobacco companies' profits. The net present value of a sum of \$300bn paid over 25 years is probably about half that amount in today's money, and in any event could be offset by raising cigarette prices by about 30 cents a pack.

But trickier issues may arise when deciding how the penalty should be applied. If it were to be shared between the tobacco companies to punish them for their perceived wrongdoings, questions would arise over how each company's wrongdoing should be calculated and how the penalty should be apportioned.

The settlement would also have to allow for the possibility that one or more of the



companies might not be around in 25 years.

Another issue arises over the case of new entrants to the market with no history of wrongdoing in the US. Once the US tobacco companies had accepted a financial penalty and raised their cigarette prices, what would prevent overseas companies or newly-formed domestic companies from entering the market and using their penalty-free status to wipe out the US tobacco companies with lower prices?

Mr Gary Black, a tobacco industry analyst at Sanford C. Bernstein, says the solution is simple: company contributions to the \$300bn compensation fund would be calculated not by reference to the past, but according to the companies' prospective market share, with adjustments made for any differences in the actual out-turn at each year's end.

"Basically, you can look it as a 50 cent per pack tax: that's how it will work," Mr Black says.

But Mr Martin Feldman, an analyst at Smith Barney, says the levy will not just look like a tax. In fact, he predicts, that is precisely what it will be: a simple, federal tax increase aimed at narrowing the gap between cigarette taxes in the US and those in other countries.

Mr Feldman says that, thanks to a combination of American hostility to taxes and the strength of the tobacco lobby in Congress, US cigarette taxes, which averaged just 29 per cent at the end of 1995, are among the lowest in the world. Nearly all western nations,

and even many developing countries, have higher rates: in Mexico, for example, the end-1995 figure was 53 per cent.

The proposed curbs on advertising, says Mr Feldman, are aimed at closing a similar gap. Thanks once again to the power of the tobacco lobby, restrictions on advertising in the US are much less onerous than those in many other countries.

While the Marlboro Man still rides in the US, for example, he has long since been killed off in Britain under curbs voluntarily accepted by the tobacco industry; and in France, cigarette advertising is banned outright.

"The US has fallen behind the rest of the world in terms of taxation and regulation of tobacco, and the new deal, whatever it might do, will provide a large degree of catch-up," Mr Feldman says.

Even after the catch-up has taken place, US cigarette taxes will still be among the lowest in the west, and the advertising restrictions will be among the least onerous. Yet if the deal goes through as proposed, the tobacco industry will have something that it has in no other country in the world: immunity from the unquantifiable threat of multi-billion-dollar lawsuits.

Seen in that light, cynics say, it is a little less wondrous that the tobacco companies are negotiating with their foes - or that their stock prices shot up on the news.

Richard Tomkins

California term limits law rejected

By Christopher Parkes in Los Angeles

California's stringent law on political term limits, which bars state assembly representatives from serving more than six years, has been overturned by a federal court amid a storm of protest from Republicans.

The ruling is expected to encourage opponents of similar legislation in 20 other states to follow the Californian example, and is a landmark victory for Democratic opponents of the law, approved in a referendum in 1990. It is also a further blow to the Californian system of legislation by popular ballots on such "initiatives", which has spawned a multi-million dollar lobbying industry and is increasingly hampered by court challenges.

District judge Claudia Wilkins said the state's "extreme version of term limits imposes a severe burden on the right of its citizens to vote for candidates of their choice".

The ban on assembly representatives ever standing again after three two-year terms suggested legislative experience was "undesirable" and that all voters should be prohibited from voting for candidates possessing that trait," she said.

Although implementation of the ruling was suspended pending appeal, a bill was immediately introduced in the Sacramento assembly to reinstate a slightly modified version of the law.

It was good for government, said Mr Howard Kalogian, the bill's Republican backer. "It has improved the quality of the people in the legislature by bringing in people from the real world and getting rid of the professional elitist ruling class," he said. Opponents say the lack of experience in Sacramento politics has contributed to a legislative log-jam.

The most eminent victim among those forced out of office by the law was Mr Willie Brown, assembly speaker, last year elected mayor of San Francisco.

FINANCIAL TIMES SURVEY

UK BUSINESS PARKS

Many businesses are now appreciating that relocating to an out-of-town site can reap a wide range of benefits. Investors, meanwhile, face several hurdles, writes David Lawson

Tenants focus on efficiency

Finance directors across the UK will be suffering a nasty attack of the jitters in one week's time. Facial tics and endless cups of coffee will not be due only to headlines announcing the tenant of 10 Downing Street.

Friday will be the day when computers are delivering the inevitable glitches of the first month of a tax year. Desks will be thick with bills - gas, electricity, telephones, cleaning, security and, of course, the quarterly rent demand. All will need processing before the looming weekend and public holiday.

Not a problem to bother the property industry, you might think. Political trends should be far more significant to a sector buffeted by planning controls and watchful for further restrictions on greenfield development and traffic generation. Wrong. The industry sees so little difference between the two main parties over these issues that it is almost indifferent to who wins power. "The only clear blue water you see in this sector is part of the landscaping on our parks," says one leading agent.

Any further restrictions by either shade of government hold little fear for Mr Patrick Deignan, chief executive of Arlington, Britain's dominant business park developer. That could be put down to the 12m sq ft of unused planning permissions his company has still to exploit. But he prefers to stress that successful developments have already been doing what the politicians want.

"We anticipated these demands long ago by providing facilities such as public transport," he says. "That is what tenants want." This flexing of occupier muscle is the key to the future of the sector. It is the basis of changes which could revolutionise business parks over the next decade.

Mr Deignan points out the "mistaken belief that business parks sprang up only because companies wanted to move out of town to pleasant countryside locations." That factor was important, but the real influence was to increase efficiency, he says.

A study by Price Waterhouse, the accountants, showed how productivity has increased among occupiers

after moves onto parks. This is being picked up by a wider band of occupiers, broadening the tenant mix on parks from the original high-tech pioneers.

Accountants KPMG has pulled out of local town centres to centralise audit operations at Arlington's Reading park. Barclaycard moved out of Northampton to a business park. The need for drastic cost-cutting has outlived the recession, however.

In a low-inflation, high-competition economy, occupation costs will continue to come under pressure, says Mr Tim Heatley, head of business parks at property adviser Grimley. How the property industry responds will be crucial to survival.

That means working with



This 112,000 sq ft speculative office development is at Bedfont Lakes, west of London

occupiers to further increase efficiency. Those service bills, for instance, take up not only vital cashflow but an enormous amount of staff time. Business park landlords could take over the responsibility. Bulk-buying alone can save as much as 30 per cent on bills such as power, phones and administrative services, says Mr Deignan, who is already testing this kind of service on a couple of his parks.

But he sees even bigger changes before the end of the decade. Moves being pioneered by the government private finance initiative (PFI) could see finance directors facing a single bill each month for all occupancy costs - including rent. Occupiers want to concentrate on their core business rather than fiddle around with property matters, says Mr Deignan.

Business parks could spark this revolution. They are usually controlled - if not owned - by a single decision-maker. That makes it easier to plan and manage communal services such as landscaping, utilities and telephones. Economies of scale also arise when security, cleaning and catering can be supplied for groups of occupiers.

There are big hurdles to leap, not least the attitude of investors, who will bridle at the loss of long leases, regular rent reviews and rising asset values. But another revolution is under way which could help to clear those barriers. The industry is trying desperately to improve liquidity by securitising property - in effect, splitting investments into more manageable chunks. This would suit business parks, which offer a range of occupiers to spread risks and returns.

"Institutions basically want cashflow, and new kinds of management applied to business parks seem an ideal solution," says Mr Andrew Martin, investment partner at Strutt & Parker. Ironically, while politicians foment about restricting greenfield development, there may not be enough parks to satisfy either investors or occupiers by the next decade.

Mr Tony Fisher, head of regional offices at Chesterton, says that apart from a couple of big schemes such as the Prudential's 2.5m sq ft Reading park, no land has been earmarked in south-east England for eight years. Central and local government have to accept that occupiers will not move to poor locations, and get on with planning infrastructure for more parks, he says.

And it had better happen fast. Mr James Kennedy Cooke, of DTZ Debenham Thorpe, points out that the 13m sq ft of existing planning permissions across the country appears to offer eight years' supply but may never be built. A study of tenants shows they demand a high level of amenities, and many sites could not meet their requirements.

"The days of buying a field and chucking up buildings are gone," he says.



Out-of-town parks, such as this one at Farnborough, are able to offer economies of scale to a group of companies on items such as security, cleaning and catering

RETAIL • by David Lawson

Out-of-town shopping matures

Large companies are pushing up rents - and giving parks a more elegant image

The movement of retailing away from town and city centres has taken the market by storm in recent years. Behind an ugly duckling image of big sheds, paint pots and flashy furnishings is a sector that has easily outperformed every other kind of property.

Investment returns held up even in the recession of the early 1990s to average 9.3 per cent in the 15 years to 1995, according to the Investment Property Databank. But there is even better to come.

Tough planning restrictions on new development, growing spending levels and fierce competition for space could

see top rents hitting £70 a sq ft within two years and £85 by the end of the decade, says Mr Edward Farrar of property consultants Colliers Erdman Lewis (CEL). He says there are already examples of as much as £50 per sq ft being offered for sites and deals going through at £38 per sq ft. Only five years ago rents of more than £12 were rare.

These much higher levels have to be put in perspective, however. Retail warehousing has been around since the early 1980s and most is still based on the original food, DIY and furnishings trade. Mr Farrar points out that most are paying around £10 a sq ft. But some large companies such as Next, River Island and Burton are moving in, paying big rents and helping change the ugly duckling image into a more elegant swan.

In fact, the whole

approach is moving towards the glossier atmosphere of business parks. Retail units are much smaller - typically 120,000 sq ft on eight acres. The buildings have traditionally been more basic - essentially just a big tin box which retailers individualise with their logos - but now the neon signs are going up. Values

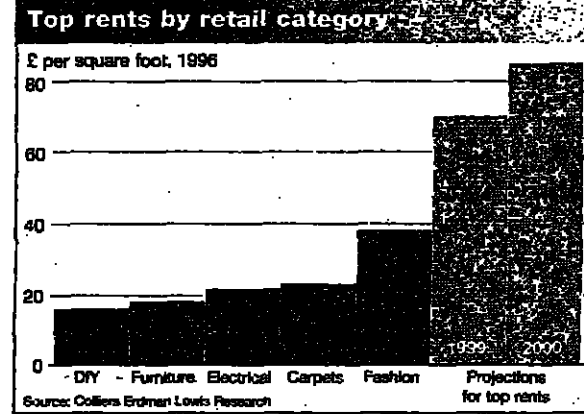
are soaring, however. While still the baby of the property industry, investment in these parks is already worth more than £5bn - about a quarter of the Investment Property Databank retail portfolio, says CEL.

The drive towards higher rents is coming from increasing competition and shortage of space, which has

driven large town centre stores to find new outlets, says Mr Gerard Gillingham of Knight Frank. These fight for sites with "open A1" planning consents, which allow almost a free choice of what to sell.

"Institutions have realised that the scope for rent growth is considerable," he says. Even at projected levels, unit costs are lower than town centre sites.

Growth in rentals is likely to be fuelled by the fact that planning controls are becoming more onerous, so demand is likely to outstrip property available. But whether that growth can continue at projected rates is debatable. Tenants such as DIY stores are finding rents a strain and early investors have already stopped buying, citing high prices. But those still looking for a foothold will continue to force the pace, says Mr Farrar.



INDUSTRIAL • by David Parsley

Quality space is at a premium

Old sites are being rebuilt to become powerful forces in industry again

Away from the dizzy heights of massive office lettings and overseas investment, the property world's less glamorous industrial agent has quietly been experiencing something of a resurgence over the last year. Large industrial requirements continue to be evident in the market place, returns for developers look steady, while rents are rising.

The level of vacant industrial floorspace in the UK has been on a consistent downward trend since August 1993, with availability down by around 21 per cent. The resulting shortage of quality space and limited speculative development has led to a rise in bespoke development, not only in the traditional market for large manufacturing and distribution facilities, but also at the smaller end of the market in locations where occupiers are unable to find existing property to suit their requirements.

The increases in demand are, unsurprisingly, leading to rent rises. The little prime space available will now fetch up to £5.50 a sq ft in south-east England, a considerable improvement on the rents - as low as £4 a sq ft - being achieved for the same space in the early 1990s.

Mr John Sleeman, who carried out research for property agents King Sturge, says: "The availability of new space has fallen twice as fast since August 1993 as the total for all industrial space. Across England and Wales, new supply fell by just over 50 per cent between August 1993 and the beginning of this year. This reflects very limited speculative development over the past five to six years and stronger occupier demand for new or modern space, compared with older stock."

Mr Sleeman's figures show that at the beginning of this year, new property com-



London Docklands Development Corporation is setting up a business park just to the north (right) of City airport. Norton Healthcare is to move its European HQ, including research facilities, to the park

The industrial property market in England and Wales*

	Available space	Vacancy (%)**	Taken up in 1996	In pipeline	Later
England & Wales totals	13,288	4.7	1,587	0,104	0,381
North	0,661	4.8	0,102	0,006	0,079
North-west	1,944	5.7	0,432	0,009	0,131
York & Humberside	1,470	5.2	0,068	0,026	0,109
Wales	0,880	6.5	0,087	0,019	0,087
West Midlands	1,618	4.8	0,291	0,010	0,143
East Midlands	1,175	4.7	0,218	0,009	0,094
East Anglia	0,504	6.5	0,049	0,001	0,028
South-west	0,927	5.2	0,144	0,004	0,092
South-east	4,207	7.3	0,484	0,016	0,275

* Buildings over 500 sq metres, as at mid-December 1996; ** of total industrial property

Source: King Sturge

prised only 6.6 per cent of the total available industrial stock, compared with a peak of 23 per cent at the height of the development boom in 1989.

He adds: "In general, statistics support the view that most markets are polarised between a relatively tight supply of new and good quality modern stock and an abundance of secondary industrial premises, for which there is relatively limited occupier demand."

However, investors in older industrial space do not need to give up hope of success just yet. Drivers Jones, the chartered surveyors, and the Investment Property Databank have compared the performance of modern industrial accommodation to older units and found reasons for optimism for those feeling depressed after con-

sidering Mr Sleeman's comments. The research to be published next week, finds that older industrial parks can equal, or even out-perform, their more modern and highly specified counterparts. Between 1990 and 1995, total returns from multi-let sheds constructed during the 1970s were almost double - at 8.7 per cent - the returns from their 1990s counterparts - which averaged just 4.6 per cent. These figures even take into account the cost of refurbishing the older properties.

The 1970s space showed consistently higher rental growth and provided higher returns throughout almost the entire study period, which ran from 1986 to 1995. With regard to location, Drivers Jones found region-by-region performance does

not vary significantly from the national picture, with older industrial parks performing as well or better than modern sheds in all parts of the UK. In fact, industrial parks built in London and the south during the 1970s have shown the highest rate of income return over the last five years at almost 14 per cent, compared with just over 11 per cent for those built in the 1990s.

Mr Howard Richards, a partner at Drivers Jones, says: "It is clear that older industrial estates, particularly those that have been actively managed by entrepreneurial owners, can at least equal the performance of their more modern and higher specified competitors. This can mainly be accounted for by the implementation of positive man-

agement by increasingly sophisticated owners."

Despite the difference of opinion on the situation facing older industrial property both Mr Sleeman and Mr Richards talk of an improving market. A big reason for this has been attributed to the manufacturing companies themselves, who learnt some hard lessons both in the recent recession and the 1970s.

Automotive components companies are among the most important occupiers in the sector, and are deriving the benefits of inward investment from companies such as Nissan and Honda as well as the home car market. In what is fast becoming a revitalised heart of British industry, the Midlands has shown that sites such as the old Rover headquarters in Coventry can mature and become a powerful force again.

Grimley's national head of business parks, Mr Tim Heatley, believes the West Midlands in particular has reason to remain confident for the future. He is a strong advocate of increased integration of business parks with offices sitting alongside industrial premises.

Mr Heatley says: "Arlington's Coventry Business Park is a good example of a redundant site being rejuvenated by a mixed use development and spurred on by the automotive industry. Since the late 1990s, developers have realised that pure office parks may not always produce the best solution to a site which could also gain planning consent for industrial space."

"As far as the automotive industry is concerned, the West Midlands offers a great deal of experience. These companies need a large amount of pure industrial space but will also require some B1 office accommodation."

Like all sectors the industrial property market is clearly improving. It even has solutions for the second-hand elements, which is more than can be said for those glamorous office agents.

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Institutions give conflicting messages over preparations for single European currency

Central bank hits at Emu 'complacency'

By Wolfgang Münchau and James Buxton

The Bank of England and leading commercial banks yesterday gave conflicting signals about the need to prepare for the European Union's single currency.

The Bank of England, the UK central bank, warned yesterday that some UK-based banks had become "complacent" in their preparations for the single European currency.

Mr Andrew Buxton, chairman of Barclays Bank, ear-

lier admitted that Barclays would not invest the millions of pounds needed to prepare its UK retail branch network for the single currency.

Sir Bruce Pattullo, governor (chairman) of Bank of Scotland, a UK clearing bank, went even further. He told The Scotsman newspaper that "the risks are quite high and the benefits quite modest. I think Emu will happen one day but I think it should be postponed".

The Bank of England clarified later that its warning

was geared towards wholesale operations of UK-based financial institutions, and denied that it was intended as a criticism of a particular bank.

But the conflicting messages suggest that it is becoming increasingly difficult to encourage preparations at a time when Britain's future membership of Emu remains in doubt.

Privately, senior UK officials already admit that German banks and companies are much better prepared because Germany is

regarded as a certain participant in Emu.

In a report about the preparations on the single currency, the Bank of England warned yesterday that "there may still however be some complacency, perhaps because of expectations that the start date for Emu will be delayed. Such a view would be a high-risk strategy".

It added that "the perceived strength of political determination on the part of Continental European leaders" would make a delay in

Emu unlikely. "For planning purposes, the only prudent assumption is that Emu will begin on time," it said.

The Bank also pointed out on the front cover of the report that there were only "428 business days to go before January 1999", the scheduled starting date of monetary union.

Barclays said yesterday that it had a "contingency plan" which it could invoke if the UK was to join Emu in 1999. A spokeswoman said the bank is making full preparations for its wholesale

business and for its retail operations in France, Spain and Portugal.

In an interview on BBC radio, Mr Buxton said "what we won't have done is converted our counters [in the UK] so that they can run on dual currencies, which is what is required just before the changeover".

Mr Buxton said he supported the single currency but added that "Britain should not join in the first round" because of the volatile exchange rate of the pound.

Strong pound helps widen trade deficit

By Richard Adams, Economics staff

The UK's trade deficit with the rest of the world widened in February, as domestic demand sucked in imports and sterling's strength cut overseas demand for UK goods.

The Office for National Statistics said yesterday that the UK's global trade gap grew to £758m (£1.2bn) during February. The deficit in January was £535m, revised down from an earlier estimate of £641m.

Excluding oil and "erratics", which includes sales of ships and aircraft, the underlying trade deficit rose £150m to £1.34bn, against a £1.19bn deficit in January.

Export volumes fell 1.5 per cent in February. In the three months to February, non-oil exports were 3.2 per cent higher than in the previous three months. But import volumes grew 6.5 per cent in the same period.

London-based analysts at AEN Amro said cheaper import prices continued to offset the fall in exports. "The strong pound has seen import prices fall more quickly than export prices, with the result that the change in the terms of trade remains positive," it said. Import prices fell 2.5 per

cent in the quarter to February, and export prices fell 1.5 per cent.

The figures show that in spite of the pound's sharp rise over the past seven months, the trend in exports remains healthy. In the three months to February, underlying export volumes were up 0.8 per cent over the previous quarter, and 7.2 per cent higher than a year earlier.

But imports show a rising trend, which could continue for the rest of the year if the pound does not fall.

Many UK companies face faltering exports and employment bottlenecks, according to a business survey published yesterday.

The British Chambers of Commerce's quarterly survey said 95 per cent of medium-sized manufacturers - those with 20-200 workers - and 85 per cent of all manufacturers said sterling's level was causing them problems. Export sales in manufacturing and services were at their lowest levels since late 1993, the BCC said. Recruitment difficulties were also widely cited as a concern.

A "small but growing factor" was that competition from cheaper imports was starting to harm manufacturing and services.

Commercial property attracts fund managers

By Andrew Taylor, Construction Correspondent

British financial institutions are poised to re-enter the property development market, having spent most of the past 15 years reducing their investment in commercial property, says a survey.

A study of more than 50 institutions by the Axa Equity & Life Insurance group revealed that two-thirds of funds were "either positively involved in new development or had a desire to become so".

The funds - including Mercury Asset Management, Clerical Medical Insurance, Standard Life, BT Pension Scheme, Equitable Life, Prudential and Norwich Union -

control investments estimated to be worth more than £40bn (£64bn).

Their renewed confidence in commercial property reflects a belief that rents and capital values are set to rise following a dearth of new development during the 1990s, Axa said.

Mr Ralph Wood, head of property research for Axa's investment management division, said: "A lot of the better quality space built during the property boom has now been occupied. It is becoming increasingly difficult to find large, modern office space in the most sought-after city centres.

"Retail space also is at a premium following government restrictions on out-of-

town developments."

The funds also expressed concern that rising interest rates could reduce the attraction of rival investments such as equities and gilts.

A fifth of the funds said they expected to increase their investment weighting in commercial property.

Only 8 per cent expected to reduce their weighting.

Some 84 per cent said they were more optimistic about the prospects for commercial property than a year ago. Ten per cent were "very optimistic" and none said they were less optimistic.

Since 1981 institutions have reduced the proportion of their investment in commercial property from

almost 19 per cent to less than 5 per cent.

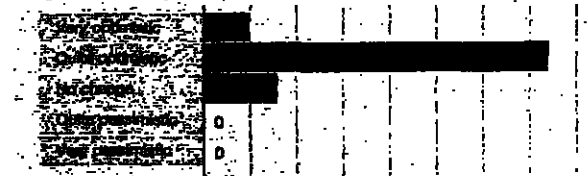
More than two-thirds of the funds told Axa that the attraction of property was to diversify their investment risk. Only 20 per cent said property's main attraction was as a hedge against inflation.

London and the south-east of England were identified by 67 per cent of fund managers as the best locations for property investment.

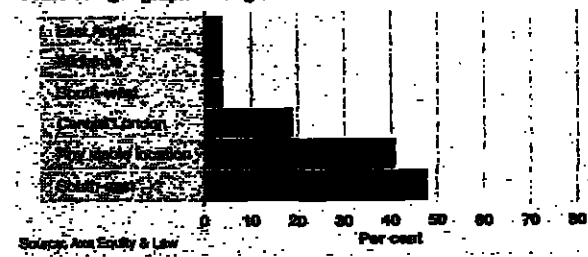
Retail property was the most popular investment with 86 per cent of fund managers. Most managers believed the property sector would continue to recover, regardless of interest rate rises or which party won the general election on May 1.

Getting into property

Investors' views of 1997 prospects



Preferred geographical regions



Source: Axa Equity & Life

design in engineering, highly sophisticated, integral.

contrast this with manufacturing.

complex, peripheral, suppliers can be remote.

customers are discerning and demanding.

diversity in extreme.

incremental cost reduction and

quality improvement of between

2% and 5% per year is not enough

20% is demanded and delivered.

to survive, let alone flourish

demands an internal architecture

of the need to change

at every level.

assurance of product quality

must come through confidence in

process capability

cost competitiveness must be

independent of volume.

unreasonable demands

but they must be met.

parts, components and specifications.

yesterday's criteria

today it is modules, systems and functionality.

tomorrow? core competences

the challenge is dynamic.

we require both the intelligence and

humility to learn from other sectors.

it is change in its most extreme form.

but even when we recognise the challenge,

we don't always know how to address it.

we need not just to think but to behave differently

to create frameworks which encourage rather than restrict

to put theory into practice, for only then can we really learn.

that of us can do it alone

but, ultimately, for change to be sustainable,

it can only come from within.

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OFFICES • by David Lawson

Moves being driven by hope, fear

Fresh demand has yet to stimulate a surge in speculative development

Eyebrows jumped when Computer Associates slapped £10m on the table for 200 acres on Junction 5 of the M4 west of London last January. They rose even higher this month when the software giant applied for permission to build a 250,000 sq ft headquarters building. The move follows big commitments to new space over the past year by other big names, such as Cisco Systems, Microsoft, Zurich Insurance and ICL. Most have found it in business parks but Computer Associates showed that it was happy to plough its own furrow.

People within the industry put these moves down to a combination of hope and fear. The former is spurred by steady economic growth, which means many companies are bursting out of existing space. Computer Associates will move more than 500 staff from Slough to give it extra elbow room in its new HQ. The fear is that planning controls will restrict expansion. Companies are, therefore, land-banking - taking extra space for future needs and grabbing individual sites where they cannot find business park space.

This is already raising the spectre of shortages, particularly in the south-east, which has two-thirds of the country's parks. But buoyancy is also emerging elsewhere, with big lettings to BT in Edinburgh and FTP Software in Birmingham.

All good news for the industry, particularly as the surge in demand is reflected in the smaller lettings which make up the bulk of the market. At the 850,000 sq ft Birmingham Business Park 20 deals, including sub-lets, have absorbed 93 per cent of available space, says Mr Andrew Martin of agents Strutt & Parker.

"This has laid the bogey that secondhand buildings could be a problem," adds Mr Tim Heatley, head of business parks at Grimley. It is also encouraging for Arlington, the property developer, which has sold more than 2m sq ft of space across the country in the past 12 months and has just put in plans for a park in Manchester.

The revival has yet to stimulate a surge of speculative development, however. UK park construction rose just 6 per cent in the second half of last year, according to Grimley. This kept availability down to a little over 2.6m sq ft and a shortage of space is blamed for a fall of 35 per cent in the volume of lettings.

Rents are also taking time to respond, although Strutt & Parker/Barber White research estimated 6 per cent growth last year and a capital increase of 4 per cent. Incentives, too, are being reduced. This compares with a total return of 3.5 per cent in the Strutt/IFD Index for the previous year.

Notable deals include more than £30m paid by Friends Provident for the 97,000 sq ft Cisco took at Stockley Park at rents of up to £26.50, and the 6.65 per cent yield on a £10m Stargis purchase of the 40,000 sq ft let to a Kingston Telecom subsidiary in Edinburgh.



AMENITIES • by David Parsley

More than just a place to work

Achieving the correct balance of additional services can be complicated

Now business parks have become an accepted part of our working lives, those who work on them are beginning to expect a little more than a place to work and a parking space. The only chink, it seems, in a business park's armour is the lack of amenities it offers the workers.

Newsagents, restaurants, pubs and gyms are just some of the facilities occupiers are now demanding from business parks, and developers are being forced to rethink site plans.

Selling agents DTZ Debenham Thorpe have been looking closely at these demands, and their findings show that amenities are now a critical issue for occupiers considering relocation to a business park. Developers must, however, be careful in their choice of amenities.

Consideration has to be given to the type of occupier and whether they would be prepared to pay for extras such as conference facilities and leisure clubs.

Mr James Kennedy-Cooke, a director with DTZ Debenham Thorpe, suggests that to achieve the correct balance of amenities is more difficult than may at first seem. Developers cannot assume a bank, newsagent and convenience store will satisfy occupier demands. He believes that the demand for the larger amenities is more complicated.

Mr Kennedy-Cooke says: "Occupiers want, for example, a petrol station, but they don't want the petrol station actually on the business park. The majority want to be able to visit it easily without having it on the park because of the associated increase of traffic within the park. They have similar views on supermarkets and hotels."

"There is also significantly higher demand for three and four-star hotels rather than

one and two-star hotels. It suggests that an expensive hotel is wanted to raise the image of the park and that because the predominant users will be businessmen whose companies will foot accommodation bills. This removes the need for penny-pinching."

A bank, crèche and gymnasium are generally wanted within a business park's boundaries, as these are the types of facilities that will be used regularly.

Mr Kennedy-Cooke's comments are echoed by those in the property industry responsible for catering to occupiers' needs. Mr Michael Lowe, a director of Arup Associates, has been considering what Stockley Park, to the west of London, should offer its tenants.

Mr Lowe says: "A number of surveys have been undertaken at Stockley Park to generally assess user requirements. The main emphasis has been on the importance of the park-like environment, where landscape, water features and a rural setting are considered highly desirable."

He concedes that the big disadvantage at Stockley Park is the lack of a food

store or delicatessen. This has been clearly identified by users from a survey undertaken in 1994. However, attempts to find an operator have failed because such a store could not be made to pay as it cannot benefit from a wider customer base.

Mr Mike Rolls, an associate director of investment at Prudential, believes that although occupiers' requirements may appear to be simple additions to a business park, some can be a little more complicated.

He says: "The DTZ research suggests that a bank and a post office are the two most sought-after amenities. Although it is helpful to have access to a bank, the difficulty is that there are a number of leading banks and building societies and it would be impossible to have representation from each of them."

Banks are also undergoing a rationalisation programme and are closing branches rather than opening smaller ones. They are even reluctant to install cash machines, because of their high costs.

At the Oxford Science Park, National Westminster

Bank has recently closed a branch after five years, despite strong requests. It was unable to replace the branch with a cash machine as one was already installed in a nearby superstore.

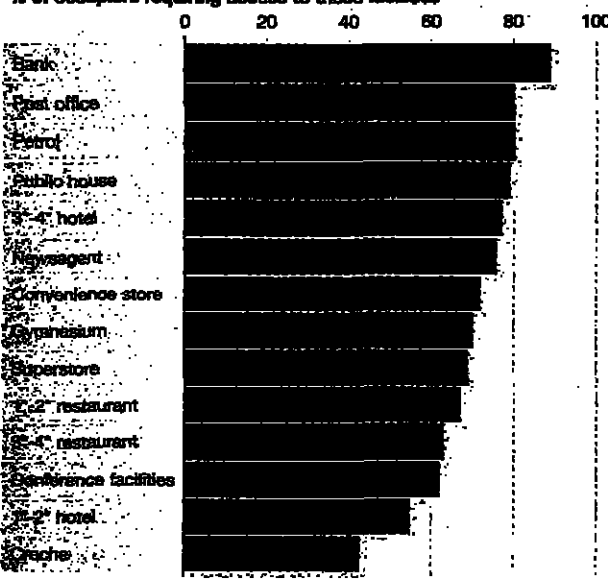
Mr Rolls also identifies hotel facilities as a great plus for the modern business park: "A three or four-star hotel is undoubtedly a benefit, particularly for the services it would provide for entertaining and meetings," he says.

"The values paid by hotel operators tend to be lower than B1 office site values, but it is sensible to provide a site as this can be developed at an early stage, adding to the park's success. Facilities which are not as viable can be subsidised by the business park owner through a lower rent, or a cheaper site value, in order to improve the amenities provision."

Amec Developments, the developer of the £150m Cheadle Royal Business Park in Manchester, north-west England, has found that the convenience of on-site facilities is high on the "wish-list" whenever an occupier is considering a business park location, particularly when there are

Amenities 'wish-list'

% of occupiers requiring access to these facilities



Source: DTZ Debenham Thorpe Research



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COMMENT & ANALYSIS



Philip Stephens

A sterile campaign

Labour's defensive election strategy has squandered the party's most valuable asset - Tony Blair

By common consent this has been the most dispiriting of election campaigns. Britain's Conservatives have been relentlessly negative, Tony Blair's New Labour remorselessly defensive. After five weeks the political landscape lies drenched in a futile ruminant of the Somme. The purpose has been lost. What matters now, as then, is that the battle should end.

It will, in six days. Before then the combatants will fire another thousand salvoes of insult and invective. The newly-elected prime minister will duly appear on the steps of 10 Downing Street with a promise of a different future as persuasive as that offered at the Versailles peace conference.

We are told it could not have been otherwise. Even to whisper that this campaign might have been fought differently, that the nation could have been offered hope instead of fear, is to invite the scorn and derision of the image-makers and admen who have prosecuted it.

The Liberal Democrats, it is true, say otherwise. They have been admired for their frankness. Paddy Ashdown, the party leader, deserves credit for a refusal to join his rivals in defining patriotism as anti-Europeanism. He may well do better on May 1 than his present poll ratings suggest. That said, Britain's third party is in the business of niche politics. It has no prospect of forming a government, so it is permitted a certain, sometimes feigned, honesty.

The Tory and Labour spin-doctors have a point when they say their campaigns are a reflection of the condition of modern democracy. It was an Democrat aspirant to the White House, Adlai Stevenson, who remarked it was better to lose an election than to mislead the people. He went on to say it was the duty of politicians to talk sense to

the American people, to tell them there were "no gains without pains". He lost the 1952 election to Dwight D. Eisenhower. President Bill Clinton puts a rather smaller premium on idealism. And Mr Blair, a role model for many in New Labour, is the first Democrat since Franklin Roosevelt to win two terms.

There is no mystery either in the Conservatives' decision to fight the election as the opposition party. John Major's recent record on the economy is not at all bad. There will be a price to be paid after the election for the tax cuts which came before it, but inflation and growth both running at around the 3 per cent mark are worth having.

Mr Major has precious little else to sell. His new-found Euroscepticism does have resonance on the doorstep. A few days on the road during this campaign has persuaded me that, in their narrow judgment of the mood of the nation, the Tories are right. The poisonous drip-drip of Europhobia has had its effect. It can be reversed, but that will take years not weeks.

This though is policy foisted upon Mr Major by an ungovernable party. It reminds us how tenuous is his grip. Some of his so-called friends will tell

There is nothing remarkable or sinister in the election War Book prepared by Tony Blair's advisers and leaked this week by the Tories

you that if he is re-elected he will be ruthless. By this, they mean his first act will be to sack the pro-European Kenneth Clarke. Surreal though it may seem, others ponder whether the Tory candidates who have so openly decided his wide-and-see approach to the single currency might yet decide to oust a re-elected Mr Major from No 10.

But I digress. The Conservatives have always fought negative campaigns. As Stevenson was seeking honest dialogue with the American electorate, Labour's Aneurin Bevan was lamenting that "The Tories, every election, must have a bogey man". The strategy serves the party well. In 1987 the government won on its record, in 1993 and 1998 on the systematic destruction of the alternative.

It is memories of these latter two defeats which lie behind a defensiveness verging on paranoia in New Labour's campaign. There is nothing remarkable or sinister in the election War Book prepared by Tony Blair's advisers and leaked this week by the Conservatives.

Reading it, my reaction was puzzlement as to why so much time and money had been wasted on polls and focus groups to discover what we all knew: the economy and tax are Tory strengths, health and education Labour pluses. Who could be surprised by the revelation that the electorate sees Mr Major as decent but weak and Mr Blair as strong but a touch smug?

The document, though, does illuminate New Labour's central aim: to ensure the election was fought as much on Mr Major's record and fear of a fifth Tory term as on Mr Blair's prospects. This, it was decided long ago, required elaborate, deep defences. Rebuttal, as Mr Clinton had proved, is effective. The tactic might not be uplifting, but it would pro-

tect the party's poll lead. Fair enough. But I cannot help feeling that in their obsession with the so-called campaign "grid", with focus groups and "staying on message", New Labour's campaign strategists have made a huge error. They have needlessly squandered their most precious asset: Mr Blair himself.

I am not certain that Mr Blair's brand of incrementalist politics will work in government. The present grumbling of the leftist intelligentsia is a harbinger of troubles ahead. Many on the left cannot contemplate the passing of the Tory enemy by which they have so long defined themselves. The voters know better that, if ever they could, governments cannot any longer change the world.

What is clear, though, as Margaret Thatcher has been heard to remark, is that Mr Blair is a politician of courage and insight. Neil Kinnock and John Smith, his predecessors, did much to make Old Labour more palatable. Mr Blair has rewritten its ideology, redefined its ambitions and begun to remake its instincts.

And yet five weeks into this campaign, the strength of personality and conviction has been lost in an obsession with synchronisation and control. Mr Blair has been suffocated by his image-makers. The Tory phantom of an evasive, unprincipled opportunist, has taken on substance.

I think it is too late to make a difference to the outcome. Mr Blair is heading for Downing Street, though not by the margin of the opinion polls. Alongside the don't-knows and won't-says, there are legions of don't-cares. These people, in whose name the war has been waged, will cast their votes with weary resignation. Doubtless Mr Blair's generals will then proclaim the campaign a triumph. It has not been.

Immorality of minimum wage which hits 'disadvantaged'

From Sir Alan Walters

Sir, I agree with most of the analysis of Martin Wolf ("A policy with no point", April 22). However, I fear that he ignores the immorality of an "effective" minimum wage. If, for example, a modest £4.20 an hour will be set by the Low Pay Commission, and if the law is unenforced, workers whose productivity is less than £4.20 an hour will be out of a job.

Typically, these individuals will be the "disadvantaged": those with low IQ, with no skills, little education and those just starting

unemployment. The minimum wage discriminates against the "disadvantaged". Correspondingly, it discriminates in

favour of workers with high productivity. This is a policy which is not only immoral but also economically self-defeating.

But it is not only the law which will not be enforced. Many employers will flout the law and engage "disadvantaged" workers at less than the legal minimum. Since there is a possibility of a penalty, however, the employers will not do this in the case of the poorest and least-skilled workers.

Thus, if the minimum wage law is only partially enforced, the wage rates for the "disadvantaged" will fall in order to compensate the employer for the cost of

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UK cannot afford weak leadership

From Mr Cob Stenham and others

Sir, We write in a personal capacity to put on record our belief that Britain cannot afford another five years of weak and ineffectual leadership. Events over the last few days have confirmed our view that the UK needs a change of government.

It is clear the Tories are irretrievably split over Europe, undermining John Major's authority at home and abroad and preventing him from winning the best deal for Britain in Europe.

We are also concerned at the latest Organisation for Economic Co-operation and Development study showing Britain's relative decline in prosperity, and recent figures confirming an 8 per cent fall in manufacturing investment last year.

These deeply worrying findings are a result of poor macro-economic management and the continuing failure to tackle the alarming education and skills gap with our competitors.

The prospect of a further decline in the UK's relative prosperity and influence abroad under the Conservatives is not acceptable. It is why we believe a New Labour government is essential to our future prosperity.

Cob Stenham, chairman, Arjo Wiggins Appleton, Lord Paul, chairman, Caparo, Clive Jones, chief executive, Carlton Television, Richard Davey, director, Rothchild Bank, Christopher Hawkins, chairman, Northern Foods, David Goldstone, chairman, Regalian, Lord Hollick, chief executive, United News and Media, Greg Dyke, chief executive, Pearson Television, David Waterstone, chairman, Ansaldo International

No chance of rehearsing this score

From Mr Richard Barry

Sir, It was great to see Lucy Kellaway and Roger Beale ridiculing the fashionable cliché that compares running a company with conducting an orchestra ("If music be the food of love, play on", April 21).

Unlike an orchestra, a business gets no chance to rehearse. It is entertaining to think for a moment that the conductor's job would be like it if it really did resemble that of a top business executive. On the podium is the

evening's score. It may be somewhat familiar but tonight's has many variations that he's never seen before.

Standing beside him is a group of people peering out into the darkened auditorium, trying to see which his the audience are enjoying most. Every few moments one of the group stops peering and deftly composes new material, then runs round putting copies on to the players' music stands. Sometimes a

few of the players don't get the new score in time and the resulting bedlam causes some in the audience to demand their money back. And so forth.

If only the cliché were true, and business leaders really did have the luxury of unchanging scores and plenty of rehearsals.

Richard Barry, visiting research fellow, school of engineering, University of Manchester, Manchester M13 9PL, UK

Position on Unido candidate not yet taken

From Mr Enrique Meyer Medina

Sir, I refer to the article "Unido chief to stand down" (April 22) in which you state the position of the Group of Latin American and Caribbean countries (Grulac) regarding a candidate for the post of director general of Unido. My purpose is to reiterate that the Grulac has

always supported Mr Maria Y Campos and, as I stressed during my intervention to the Industrial Development Board, "he has, and will con-

tinue having, the support of the Grulac until the last second of his mandate". Grulac is justifiably proud of his achievements and reform efforts and holds him in high respect as an outstanding representative of the Latin American and Caribbean region.

The announcement of the candidature of Mr Gerard Latortue as a successor to Mr Maria Y Campos was made at Tuesday's meeting of the Industrial Development Board by the perma-

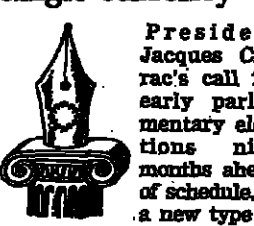
nent representative of Haiti. After this announcement, and according to the procedures of Grulac, the candidature of Mr Gerard Latortue is now under consultation by the governments of the members of Grulac. Therefore, the group I represent has not yet taken a position on this point.

Enrique Meyer Medina, Bolivian ambassador, president, Grulac, Bolivian Embassy, Vienna, Austria

Europa • Dominique Moïsi

For the sake of the Union

Chirac's call for an early election is a gamble with the future of the single currency



President Jacques Chirac's call for early parliamentary elections nine months ahead of schedule, is a new type of dissolution in the history of France's Fifth Republic.

Previous dissolutions were justified by exceptional circumstances. The dissolution of 1962 followed the decision by General Charles de Gaulle to introduce direct elections for the presidency. The 1968 dissolution came immediately after the devastating student revolt in May of that year. In 1981 and 1983, new elections were called by François Mitterrand to give him majorities in the National Assembly of the same political stripe.

But the dissolution this time is much more like the British model where the prime minister can choose the date of a general election for his or her purposes. And in keeping with Gaullist tradition, it represents a further reinforcement of the presidential power of the Fifth Republic.

Only two years into his presidency, Mr Chirac and Mr Alain Juppé, his prime minister, are going back to the French people in a new form of referendum. They are asking for support, searching for a "new élan" to carry through changes and a new legitimacy in pursuing membership of Europe's single currency.

The paradox is that Mr Chirac already has the support of a huge majority in the National Assembly. He is, however, ready to exchange it for a leaner and fitter one - or at any rate a more compact majority that will subdue the divisions inside the conservative camp between his followers and those of Mr Edouard Balladur, the former prime minis-



Point of no return: Chirac's dissolution of parliament is a new departure for France

ter he defeated for the presidency two years ago. The president also sees an opportunity to take advantage of the electoral weakness of the left and the unreadiness of the extreme right represented by Mr Jean Marie Le Pen's National Front. A new, reduced and therefore more coherent majority would give Mr Chirac a legislature for the next five years that would allow him to push through badly needed reforms to slim down the state and prepare France for monetary union.

Such a vision sounds rational, daring, shrewd - even, according to the polls, popular. The majority of the electorate seems to support the idea of new elections, perhaps as offering a way out of the present mood of gloom.

It is as though politics has become a national sport which can lift the spirits - a supreme artform that can transcend the existential boredom assailing the nation. The plan could backfire, however, if the French refuse to play the role assigned to them - and they have a long tradition of such refractory behaviour. By combining the noble ambition of preparing France for the single currency with the most down-to-earth political calculus, Mr Chirac could endanger the former and find he has miscalculated on the latter.

The result of the ballot will ultimately depend on the election campaign itself. But it offers the French the

opportunity to deliver a judgment about their future, their political leaders and ultimately enjoying a Pyrrhic victory - or even a defeat. An uncertain victory or, worse, a result with no clear majority would weaken not only the president and his supporters but also the entire European project in the crucial run-up to the launch of the single currency in 1999.

Unlike in the UK, most French voters recognise that France is in Europe and there is no serious alternative to the EU. Yet, though favourable to the single currency, the public do not always understand how the euro, a technocratic project for their leaders, will help in reducing unemployment, their primary concern. The French no longer seem to know what the European project means for them.

In 1996, Jacques Delors, the former president of the European Commission, decided not to enter the presidential race because he feared his involvement would weaken the cause of European unity in France. In 1997, Mr Chirac has called early elections to advance the cause of European unity - and in six weeks, we will know whether his gamble has had the opposite effect.

As for the Socialist party, it is attempting to distinguish itself from the governing parties by opting for "constructive criticism" on Europe. This could lead into a far more destabilising debate on the objectives of

Maastricht and economic and monetary union. Thus Mr Chirac could find himself enjoying a Pyrrhic victory - or even a defeat. An uncertain victory or, worse, a result with no clear majority would weaken not only the president and his supporters but also the entire European project in the crucial run-up to the launch of the single currency in 1999.

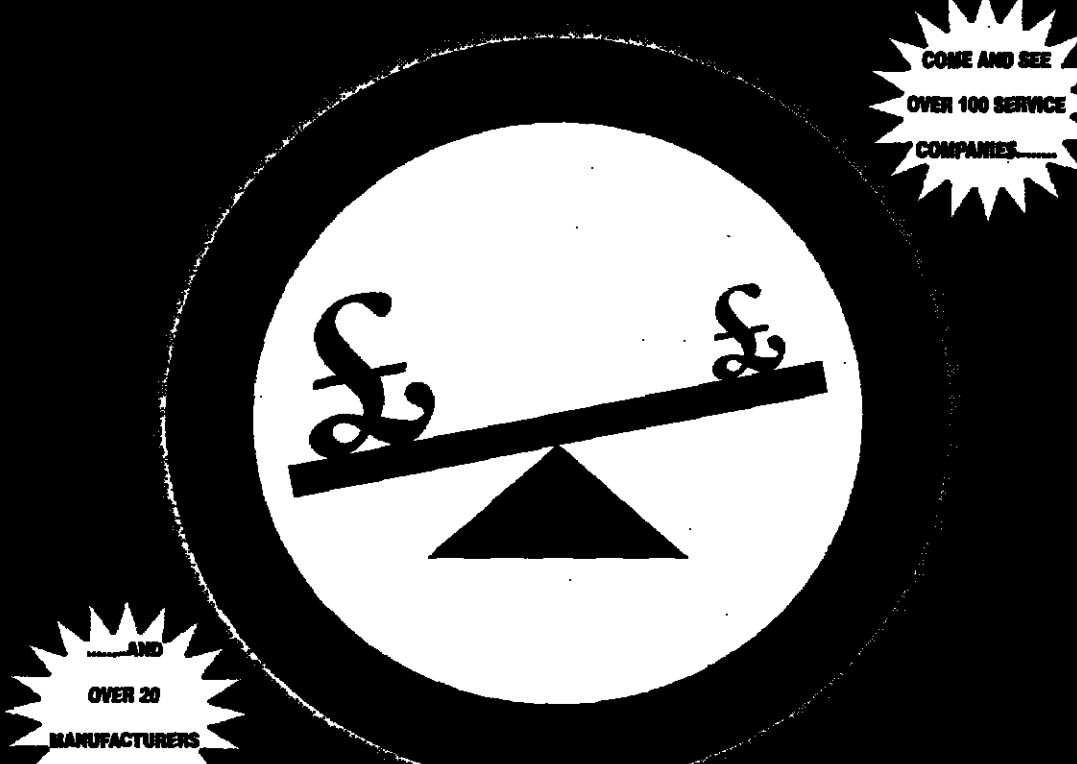
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The author is deputy director of the Paris-based Institut Français des Relations Internationales and editor of Politique étrangère. He writes here in a personal capacity.

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ARTS

The recent American tour of the White Oak Dance Project might well have been titled, "A Portrait of the Dancer". The dancer, of course, is Mikhail Baryshnikov. White Oak's director and, not incidentally, the biggest dance star of the last quarter century. The four works Baryshnikov selected added up to a meditation on the nature of stardom itself. Or to be more precise, on the nature of being Baryshnikov: his fame, his artistry, his turn, as he has aged, from ballet to modern dance. The atmosphere was pensive, muted, at times even melancholy. This was dancing of the mind as much as of the body.

Baryshnikov reached back over 40 years, to Merce Cunningham's *Septet* (1963), for the season's most sophisticated statement. Like its *Satie* score, the dance is spare, careful, mannerly, odd. Its clarity and elegance demonstrate Cunningham's mastery of classical composition. But its iconography shows him moving self-consciously away from classical norms, on his way to the quotidian imagery and formal dissonance that would come to mark his choreographic revolution.

The dance begins with a man darting and capering amidst the calmer figures of three women, an unmistakable evocation of Balanchine's *Apollo*. But if *Apollo* tells the story of a god, *Septet* tells the story of a man dancing *Apollo*. Everyday moments punctuate the solemn hush - a handshake, a double-take. As in *Apollo*, the god chooses Terpsichore over the other muses, but here the others find partners of their own, and the three couples end up dancing together. Hierarchy gives way to equality, the mythic to the familiar: ballet to modern.

With Baryshnikov in the lead role, the dance acquires an entirely new layer of meaning. Here is a man who really has danced *Apollo*. And here is also a man who undertook the same transformation as the dance itself, renouncing the challenge of



Sophisticated: Mikhail Baryshnikov with members of his troupe in Merce Cunningham's 'Septet'

Dancing of the mind

William Deresiewicz reviews Baryshnikov's White Oak Dance Project

portraying gods for that of portraying men. Late in *Septet*, the three-and-one configuration returns for a slow and hauntingly beautiful reorchestration of *Apollo*'s exalted finale. With Baryshnikov, the inward, elegiac quality that suffuses this section takes on unmistakable overtones of personal reflection, even of loss.

The burden of stardom was most openly explored in *Unspoken Territory*, a solo by Dana Reitz. Long, fluid passages in half-light open and close the work, passages of remarkable concentration and meditative serenity. In

between, a triangle of brilliant illumination at stage-centre generates a very different pattern of action. Baryshnikov now moves carefully along its edges, now simply sits down, ceasing to dance altogether.

Baryshnikov's dancing remains as extraordinary as ever. The decline of his virtuosity in quantitative terms - so many pirouettes, so high a leap - only serves to reveal its essential qualities. As his incomparable physical abilities recede, the intellect that all along

under-girded them comes into sharper focus: the intensity, the subtlety, the wit.

But for all his gifts, all his glamour, Baryshnikov never acts the star. What is most beautiful about his dancing is its purity of purpose - his respect for, even humility before, the material at hand. Always, he makes himself an instrument of the work, never the work an instrument of his own glory. "La danse c'est une question morale," said Balanchine, and Baryshnikov was listening.

Eric Hawkins's *Journey of*

a *Poet* was also designed as a solo, but Baryshnikov found it too strenuous and restaged it to include the rest of the ensemble. Though he saved some of its most striking passages for himself, however, the piece still makes a good deal less sense in its present form.

To the extent that the work's intention could be discerned, it traded on these tired old Romantic clichés about the poet's lonely path. Much more interesting, to my mind, was Meg Stuart's *Remote*. Rooted to its centre places in a checkerboard configuration, the dancers

mark through a long series of fragmentary gestures with ineffable weariness, even disgust.

Eventually the configuration falls apart; at its most obvious level, the piece is about the disintegration of society - another cliché, this one postmodern. But to me it also seemed to be about the experience of being a dancer itself: the endless repetition, the threat of anonymity amidst the ensemble. At its centre was Baryshnikov, at once our most candid star, and our most inscrutable.

Opera/Andrew Clark

Satisfying 'Samson'

Scottish Opera's final new staging under its departing general director, Richard Jarman, happens to be Antony McDonald's debut as an opera producer. Both could afford a smile of satisfaction after the opening night of *Samson et Dalila* at Glasgow's Theatre Royal on Wednesday.

Having taken on a company in crisis six years ago, Jarman is leaving it in excellent artistic health, as the finely tuned contributions of orchestra and chorus demonstrate. Scottish Opera makes a virtue of a tight budget: like *Idomeneo* last autumn, the basic design of *Samson* is simple, but the effect is sophisticated. There are still clouds on the horizon - Jarman's successor, Ruth Mackenzie (from the Nottingham Playhouse), will have to sort out the thorny merger of Scottish Opera's orchestra with Scottish Ballet's - but she can count on reserves of morale from a triumphant 1996-7 season.

McDonald's staging, conducted by Frédéric Chaslin with style, subtlety and Berliozian sweep, is a natural extension of his work as one of Britain's most interesting theatrical designers. Having worked with Tim Albery on *Les Troyens*, among others, McDonald has picked up useful lessons in crowd control: the chorus works as a powerful dramatic force in its own right, but McDonald leaves us in no doubt that what we are seeing is a mass of individuals. He has no shortage of ideas: the way Samson "parts the waves" of fellow Jews in his opening monologue is one example; the tongue-in-cheek treatment of the Bacchanale as part-arg, part-ritual humiliation, is another. McDonald must now refine his work with the principals: there was too much empty arm-waving in the central duet, and impor-

tant phrases lacked illumination.

As to the broader vision, McDonald finds an original interpretation without destroying the essence of the piece. The costumes - notably the bordello-pink dresses of the Philistine women - evoke Paris at the time of the Dreyfus affair, but the parallels are never specific, so that the story emerges as a timeless metaphor for the persecution of the Jews. Set on a slanting platform against an abstract horizon, the production matches the changing mood of the music at every step, aided by Wolfgang Göbbel's absorbing shifts of light and colour. Only the suspended horse in Act 3, and the portrayal of Samson as a man of psychic rather than physical power, strike a false note.

Two credible young Americans sing the title roles. Mark Lundberg has the size, sincerity and stage presence for Samson - a definite plus in the solitary confinement of his Act 3 lament. Lundberg's husky timbre will not be everyone's taste, but he is never coarse. Carolyn Sebron's mezzo is a better-schooled instrument, if not ideally sensuous. She has a great figure, and knows how to use it with feline charm: her hot-and-cold tactics in the Act 2 seduction were spellbinding. As a youthful High Priest, Robert Hayward's authentic *baryton héroïque* would be more effective if he could express a few more shades of villainy. The standard of French is surprisingly good.

In sum, this *Samson et Dalila* is more than just a pot-pourri of beautifully orchestrated tunes and theatrical emotion. It shows that the opera is open to a modern frame of interpretation, and forces us to take Saint-Saëns seriously.



Mark Lundberg and Carolyn Sebron take the title roles in Scottish Opera's splendid new production

Concerts/Richard Fairman

Swiss and Swedish bands

Despite the problems of touring in the UK, foreign orchestras still regard a London date as important. Last week two visiting orchestras appeared at the Royal Festival Hall - neither from the world first division, though each is important in its home country.

The more interesting programme came from the Swedish Radio Symphony Orchestra. With its ex-principal conductor, Esa-Pekka Salonen, as artistic adviser and Carlo Maria Giulini as conductor laureate, the SRSO has some big names in association. But for this short UK tour it was the Finnish conductor Oloffe Kanu who introduced them with, naturally, some Sibelius in a confidently-played *Karelia Suite*. There is not much that is distinctive about the orchestra's sound, except for the bright, hard, dominating brass. It is the general impact that counts, and the main work - Tchaik-

kovsky's Fifth Symphony - ended in a rousing finale.

In between, there were two young Swedish singers to wave the flag. A group of ten of Mahler's *Des Knaben Wunderhorn* introduced the promising proto-Wagnerian deep mezzo of Anna Larsson and baritone Peter Mattel. Larsson is still an artist in the making, but Mattel is the real thing, gifted with a beautiful voice and natural expression. Scottish Opera, where he has already sung Don Giovanni, was wise to get in early.

The soloist was also the star attraction at the Tonhalle Orchestra of Zurich's concert two days earlier. The Swiss visitors had succeeded in attracting a somewhat larger audience to hear Radu Lupu in Beethoven's Second Piano Concerto. No matter what he plays, and this concerto was by turns playful and vigorous, Lupu has the ability to hit upon wondrous oases of

calm: the end of the slow movement here sank into depths so still that Beethoven himself might have been surprised.

Unfortunately, David Zinman's Beethoven was not like that. His conducting of the concerto was mostly concerned with the exterior, pointing rhythms and getting wind solos to speak clearly. In the "Pastoral" Symphony afterwards there was almost nothing to note but the dotting of "I"s and crossing of "r"s. Speeds were fast and the orchestra's playing was well drilled, to the point where many performances would sound sluggish by comparison, but it was all style and no content. This was not within spitting distance of the inspiring Beethoven brought by another visiting orchestra - the Rotterdam Philharmonic under Valery Gergiev - a few weeks ago.

Swedish Radio Symphony Orchestra sponsored by Vattenfall.

Theatre

Too neurotic for words

ing roles, and it is remotely possible that, if brilliantly cast, *Out Cry* might succeed: in which case it would emerge as something rare and searing.

Felice and Clare, brother and sister, are actor-playwright and actress working together in a theatre company. They are also locked in a love-hate relationship whose intensity is driven to fever pitch by the fact that they are terrified of life and of the world. The rest of their touring company have left them in the lurch and, alone, they put on the play, but their panics keep driving their performance off course and their offstage life intrudes. In Act Two, they discover the audience has departed; and they reach the depths of despair - in which, tropically, they try reverting

to acting out the ending of the play.

In the Cheek by Jowl production, these two roles are played by Jason Merrells and Sara Stewart. Through most of the play, Merrells is more sure of gesture and voice than so neurotic a character would surely be; and, in the offstage scenes, Stewart characterises Clare as a screaming, staring bitch-figure of strident tones and garish behaviour that become irritating after 80 seconds and boring after 80.

Admittedly, both actors have wit, physical charm, commitment and nerve; and their Southern accents are almost impeccable. Stewart, in particular, develops as the play proceeds, although the number of time she clutches her hair in alarm is ludicrous. The director is Timothy Walker, who has worked with an impressive range of directors and a wide variety of roles. However, his range does not yet extend to making this kind of exaggerated neurosis *à deux* convincing.

Alastair Macaulay

At the Lyric Theatre, Hammer Smith, until May 17.

INTERNATIONAL ARTS GUIDE

AMSTERDAM

EXHIBITION
Rijksmuseum Tel: 31-20-6732121
● *Mirror of Everyday Life - Genre Prints in the Netherlands: survey of 16th and 17th century prints by Lucas van Leyden, Pieter Breughel and others;* to May 4

ANTWERP

OPERA
De Vlaamse Opera Tel: 32-3-2336808
● *Coel fan Tutter*, by Mozart. Conducted by Lawrence Renes. Soloists include Véronique Gens, Graciela Araya, Iain Paton and Urban Malmberg; Apr 29

BERLIN

CONCERT
Konzerthaus Berlin Tel: 49-30-203090
● Berliner Sinfonie-Orchester; with conductor Gabriel Chmura and organist Joachim Dalitz in

works by Wagner, Mathus and Brahms; Apr 25, 27, 28

BOLOGNA

EXHIBITION
Galleria d'Arte Moderna Tel: 39-51-502859
● *Materiali dell'Arte. Ricerca e sperimentazione in Italia degli anni Sessanta ad oggi: tematicamente organizzata l'esposizione focalizza sul uso di un'immagine in movimento in Italia dall'arte del Futurismo alla pittura informale, alla pittura gestuale, alla pittura astratta;* to May 4

BRUSSELS

OPERA
Théâtre Royal de la Monnaie Tel: 32-2-2291200
● *Peter Grimes*, by Britten. Conducted by Antonio Pappano; Apr 29

CHICAGO

EXHIBITION
Art Institute of Chicago Tel: 1-312-4438000
● *Ivan Albright: retrospective of*

work by the American artist, featuring 120 pieces, primarily paintings and including 20 self-portraits. Albright's paintings are renowned for their detail - often the artist would only complete one square inch of work in a day; to May 11

COLOGNE

CONCERT
Kölner Philharmonie Tel: 49-221-2040820
● *Deutsche Kammerphilharmonie Bremen*; with conductor Daniel Harding and pianist Olli Mustonen in works by Mozart, Yun and Ravel; Apr 27

EDINBURGH

EXHIBITION
Royal Scottish Academy Tel: 44-131-2258671
● *Royal Scottish Academy's 171st Annual Exhibition* featuring works by many of Scotland's leading contemporary artists, sculptors, printmakers and architects; to Jul 5

GENOA

CONCERT
Teatro Carlo Felice Tel: 39-10-589329
● *Daniel Oren and Massimiliano Damerini*, with conductor Daniel Oren and pianist Massimiliano Damerini perform works by Gershwin and Ravel; Apr 30, 29

MUNICH

DANCE
Cuvillius-Theater - Altes Residenztheater Tel: 49-89-296836

display of nearly 200 cave paintings recently excavated in the valleys of Merangie and Fontanella and dating from 3700 to 4300 years ago; to Jun 8

HAMBURG

EXHIBITION
Museum Kunst und Gewerbe Tel: 49-40-24882732
● *Halku and Halka*: display of 130 works taken from illustrated Japanese Halku poetry books. The exhibition focuses in particular on Taketa Sôchô, author and illustrator of more than 30 Halku books during the 17th and 18th centuries; to May 4

LONDON

CONCERT
Royal Festival Hall Tel: 44-171-9804242
● *Saito Kinen Orchestra*; with conductor Seiji Ozawa in works by Schönberg and Beethoven; Apr 28

MADRID

EXHIBITION
Museo Nacional Centro de Arte Reina Sofia Tel: 34-1-4875062
● *Juan Soriano, 1937-1997: retrospective of work by the Mexican artist, featuring 45 oil paintings, 12 bronze sculptures and 50 drawings;* to May 2

MUNICH

DANCE
Cuvillius-Theater - Altes Residenztheater Tel: 49-89-296836

● *Giselle*: choreographed by Ek to music by Adam, performed by the Bayerische Staatsballet; Apr 27

NEW YORK

CONCERT
Avery Fisher Hall Tel: 1-212-875-5030
● *Julliard Orchestra*; with conductor Bobby McFerrin in works by Mendelssohn, Mozart, Beethoven and Vivaldi; Apr 29

PARIS

CONCERT
Cité de la Musique Tel: 33-1-4844500
● *Ensemble Intercontemporain*; with conductor George Benjamin and violinist Jeanne-Marie Conquer in works by Knussen, Ligeti, Schölkorn, Grisey and Benjamin; Apr 27

WASHINGTON

EXHIBITION
Arthur M. Sackler Gallery Tel: 1-202-3572700
● *Art of the Persian Courts: exhibition featuring over 100 paintings, manuscripts, drawings, and works of calligraphy which aims to highlight the influence of Persian culture across the Islamic world, from 14th to 19th centuries;* to May 4

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UK drops opposition after compromise

Brussels to get wider power on monopolies

By Emma Tucker in Brussels

Britain yesterday dropped its objections to giving the European Commission greater powers to vet cross-border mergers, clearing the way for a substantial reform of EU anti-monopoly rules.

The changes will speed up regulatory procedures for companies involved in cross-border mergers. The Commission can block or place conditions on mergers that damage competition inside the single market but, at the moment, companies have to seek approval from competition authorities in the member states involved.

Under the rules approved yesterday, the Commission will take charge of cases which are currently too small to fall under its jurisdiction but which require regulatory approval in three or more European Union states. This "one-stop shop" approach was welcomed by industry which said the changes would provide greater legal certainty for European companies.

By John Burton in Seoul and Nancy Durne in Washington

The British government originally argued that it did not want the Commission to extend its influence over mergers that would previously have fallen to its own Monopolies and Mergers Commission. Earlier this year a dispute flared up between the UK and Brussels about which authority had jurisdiction over a joint venture between British Airways and American Airways, reflecting the UK's sensitivity over such issues.

At the moment Brussels only examines mergers of companies with a global turnover of more than £500m. With the backing of industry, Mr Van Miert originally proposed lowering the threshold to £250m for all mergers, whether notified in more than two countries or not. Britain and Germany objected to this.

Brussels will now examine mergers which require multiple regulatory approval and involve companies with a combined global turnover of more than £250m and a combined EU turnover of more than £100m. In each of the member states involved in the deal, at least two of the merging companies will have to have revenue of more than £25m.

before Brussels can claim jurisdiction.

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Government accused in EU 'poverty' report, Page 8

N Korea sets out conditions for full peace talks

By John Burton in Seoul and Nancy Durne in Washington

North Korea yesterday indicated it would join peace talks with South Korea only after several conditions were met, including food aid, US diplomatic recognition and an easing of trade sanctions by Washington.

Pyeongongyang said several issues must be settled in discussions among the two Koreas and the US before full-scale peace talks, including China, could begin.

Seoul immediately rejected the proposal, saying no concessions could be given until Pyongyang joined the four-way talks to bring a formal end to the 1950-53 Korean war.

"Confidence needed for four-way talks has not yet been built... and, still worse, our equal footing at the talks has not been guaranteed," said Mr Kim Kye-gwan, the North Korean deputy foreign minister.

This apparently referred to the fact that the US and China recognise South Korea, while North Korea has no diplomatic ties with the US.

Pyeongongyang is unhappy that the US has not fulfilled promises made in 1994 to exchange diplomatic offices and ease trade sanctions.

Washington has said it cannot proceed with the measures until North Korea fulfils its pledge, contained in the 1994 accord, to resume official dialogue with South Korea.

Seoul fears that Pyongyang's latest proposal is another attempt to drive a wedge between South Korea and the US by developing closer ties with Washington.

The issue has put further strain on US policy of constructive engagement with North Korea in pursuit of stability on the Korean peninsula.

A US State Department official yesterday said Washington had always refused to consider conditions for talks, and indicated that North Korea's reported demands would be on the table if and when the four-way talks convened.

Washington and Seoul proposed these talks a year ago. North Korea has held recent meetings with US and South Korean officials in New York to discuss the proposal.

But discussions were suspended on Monday after South Korean representatives returned home, frustrated that Pyongyang had yet to give a firm answer on whether it would join the four-way talks.

North Korea agreed in principle to talks but imposed conditions. Washington and Seoul insist the talks should focus on peace, not diplomatic ties or food.

Editorial Comment, Page 15

THE LEX COLUMN

Nomura's new broom

Nomura's short-term prospects look pretty bleak. The Tokyo-based company is costing its customers and profits as corporate clients switch to rivals to underwrite bonds and share issues. Even Nomura's own fund management arm is refusing to deal with the brokerage operation at the moment. And on some estimates, its commission income has dropped by a quarter since the scandal broke last month. The group's market share will suffer further if Japan's financial industry imposes a renewed trading ban of up to three months. Meanwhile, last year's record income from bond trading is unlikely to be repeated.

The longer-term future depends largely on Mr Junichi Ujii, Nomura's new president. US-educated and a relatively young 41, Mr Ujii talks a good game, promising a flatter management structure, open communications and more individual responsibility. But whether he will succeed in cutting costs and reducing the influence of the old guard remains to be seen. While a third of Nomura's board members resigned this week, most are staying on as advisers - as happened in 1991 after the first bribery affair.

Just as importantly, Mr Ujii will have to push the company into new markets, such as securitisation, once deregulation opens them up. In terms of capital, information technology and people, Nomura's resources still far outstrip those of its domestic rivals. By international standards, however, none of Japan's securities houses looks impressive at the moment.

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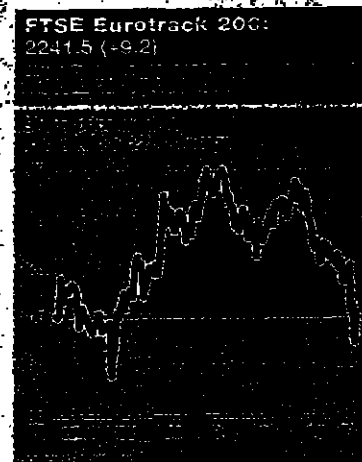
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Editorial Comment, Page 15



all the lenders sign up. That still implies a 45 per cent probability that the beautifully crafted restructuring collapses.

Also, says the company, but what if the two governments want to help by extending the tunnel's concession? Eurotunnel has hardly strengthened its case with the risk suggestion of a 994 year add-on. Still, a bail-out is not impossible. The snag, of course, is that it would set an unhelpful precedent for other private finance projects. Furthermore, even if an extension threw up a bit more value for lenders and shareholders, it would not necessarily do much - if anything - to reduce the tension between them.

Co-op

Members of Britain's Co-operative Wholesale Society may eventually be very grateful to Mr Andrew Regan, the discredited David who yesterday fled from that corporate Goliath. The CWS took a few stinging wounds, but its management proved surprisingly nimble at fighting. Maybe the recent attentions of the capitalist world will encourage it to become as robust as running its businesses.

Certainly, if Mr Regan's lowly-capitalised and complexly-structured CWS can get close to running the largest co-operative movement, it would struggle against a wealthy aggressor with blue chip credentials. And now Mr Regan has spotlighted several pots of gold within the CWS, it is bound to attract more interest. Even if an outsider does not unlock this value, some form of corporate Darwinism looks inevitable. After all, the CWS has demonstrated that autocratic management, protected from the rigours of shareholders and capital markets, will struggle to compete.

The first thing the Co-op should do is introduce greater transparency and change the constitution to make its management more accountable to its members. With this increased incentive for action, it should start doing obvious things: merging its retail business with other Co-op societies, and introducing profitable co-operation between its bank and insurance companies.

Mr Regan has made it much more likely that even if the current management team does not deliver this, someone else will be encouraged to do so.

Additional Lex on Laura Ashley, Page 23

US companies rush to beat sanctions against Burma

By Ted Barlock in Rangoon

US companies signed more investment deals with Burma in February than in the whole of the past eight years as they dashed to conclude talks before President Bill Clinton banned new US investment in the south-east Asian nation.

More than \$300m worth of deals were concluded with Burma's military regime, according to official Burmese data. The ban - designed to punish the regime for its poor human rights record and refusal to negotiate with the democracy leader, Ms Aung San Suu Kyi, and to spur further international isolation of the junta - was announced by Mr Clinton on Tuesday.

Most observers have been predicting since January that sanctions were imminent after Ms Suu Kyi was attacked in Rangoon, students were rounded up following demonstrations and Mrs Madeleine Albright, a severe critic of the Burmese government, was named US secretary of state.

Approved investment by US companies at the end of January was \$243m, according to statistics from the Myanmar Investment Commission published in official Burmese media. By the end of February, the last month for which figures are available, that amount had leapt up 139 per cent to \$582m.

The \$539m in deals signed in February was a huge increase over the \$214m approved in 1995 and 1996 combined, and consolidated the US's position as the fourth largest foreign investor in Burma after the UK (including the British Virgin Islands), Singapore and Thailand.

Most of the new investment was in the oil and gas sector, with offshore exploration rights held by Unocal and Texaco being converted into production-sharing contracts.

This distinction is important as the executive order implementing the new investment ban is expected to allow existing investment contracts to be fulfilled but not allow them to be expanded, modified, or

upgraded. Arco has also been heavily involved in natural gas exploration but it is unclear whether a production-sharing agreement has been reached.

Foreign investment in the oil and gas sector during February increased by \$62m to \$213m. Total foreign investment in the month rose by \$69m to \$8.05bn.

The UK was the second largest investor in February, with \$251m. The UK's Premier Oil is a joint partner in the Texaco-led consortium.

The top US diplomat in Rangoon yesterday warned that Washington's decision to impose sanctions could have implications for other foreign investors. Renter adds from Rangoon.

Mr Kent Wiedemann, US chargé d'affaires to Burma, said that while the initial economic impact of the move might be small, there would be shockwaves.

"It's a powerful message to US and other [foreign] companies that this is not a good place to do business if you do so in the US," he said.

Chrétien set to call Canadian election

Continued from Page 1

showing by the Reform party, the right-of-centre populist group whose main strength is in western Canada.

The Liberals' campaign is expected to centre on the government's economic record.

Under them the federal budget deficit has slid from 6 per cent to 2.4 per cent of gross domestic product, helping to drive interest rates to the lowest level in 35 years. Growth has recently accelerated, with real

GDP expected to expand by about 3.5 per cent this year, up from 1.5 per cent in 1996. The election announcement has been preceded by initiatives designed to bolster support for the Liberals in marginal areas.

Editorial Comment, Page 15

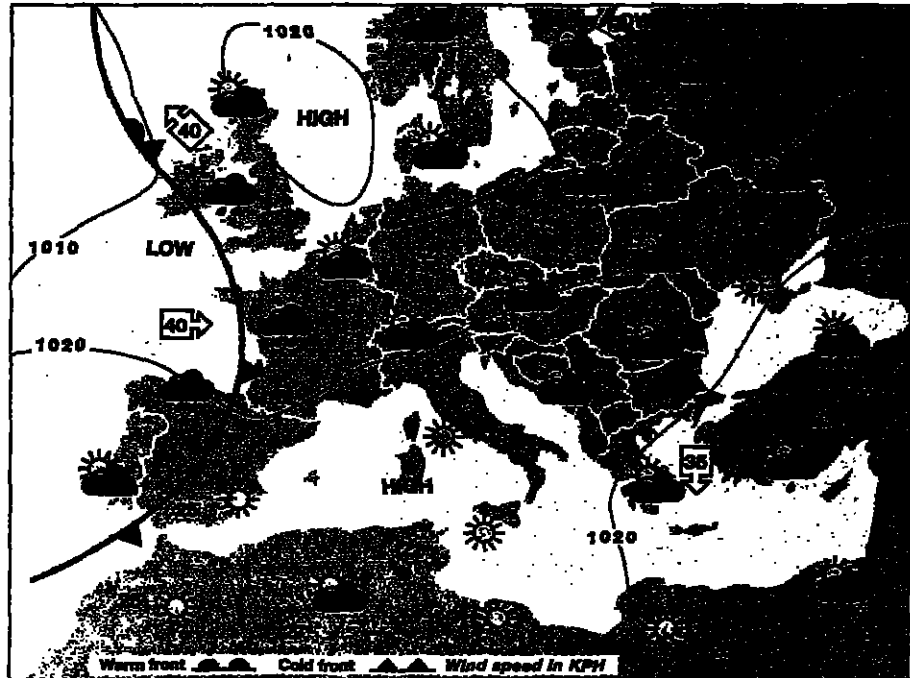
FT WEATHER GUIDE

Europe today

Most of the continent will be sunny or partly cloudy but a frontal system will move in from the west causing thick cloud and rain. Italy and the Balkans will start with clear skies but cloud will develop over the Balkans in the afternoon. Greece will have a sunny morning but cloud will dominate during the afternoon and there will be showers.

Five-day forecast

Cloud and precipitation will prevail in western Europe as fronts continue to cross the continent. Eastern Europe, however, will be influenced by high pressure. As a result, it will remain mostly dry, with thinner cloud allowing some sunny periods.



TODAY'S TEMPERATURES

Location	Temp
Madrid	sun 24
Paris	sun 22
London	sun 20
Amsterdam	sun 18
Berlin	sun 16
Stockholm	sun 14
Helsinki	sun 12
Oslo	sun 10
Reykjavik	sun 8
Copenhagen	sun 6
Warsaw	sun 4
Moscow	sun 2
St. Petersburg	sun 0
Brussels	sun 18
Frankfurt	sun 16
Munich	sun 14
Zurich	sun 12
Vienna	sun 10
Budapest	sun 8
Sofia	sun 6
Belgrade	sun 4
Prague	sun 2
Bratislava	sun 0
Warsaw	sun 4
Moscow	sun 2
St. Petersburg	sun 0
Brussels	sun 18
Frankfurt	sun 16
Munich	sun 14
Zurich	sun 12
Vienna	sun 10
Budapest	sun 8
Sofia	sun 6
Belgrade	sun 4
Prague	sun 2
Bratislava	sun 0

Situation at 12 GMT. Temperatures maximum for day. Forecasts by Meteo Consult of the Netherlands

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Madrid	sun 24
Paris	sun 22
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Brussels	sun 18
Frankfurt	sun 16
Munich	sun 14
Zurich	sun 12
Vienna	sun 10
Budapest	sun 8
Sofia	sun 6
Belgrade	sun 4
Prague	sun 2
Bratislava	sun 0
Warsaw	sun 4
Moscow	sun 2
St. Petersburg	sun 0
Brussels	sun 18
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Zurich	sun 12
Vienna	sun 10
Budapest	sun 8
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COMMENT & ANALYSIS

FINANCIAL TIMES

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Friday April 25 1997

North Korea's cold wind

True to form, North Korea has raised some awkward questions with its response to the invitation from the US and South Korea to begin international negotiations on reducing regional tensions. Much rides on Washington's reaction.

Pyeongyang is not only demanding more food aid, but also diplomatic recognition from the US and an end to trade sanctions. This has met a negative response from Seoul, but recognition and trade were promised in 1994 if the North gave up its nuclear programme, which it has done.

North Korea can argue that it simply wants to see the US living up to its side of that bargain before proceeding further. Diplomatic recognition by the US would help to protect it against the risk of being bounced into the arms of a much stronger south. But in considering these demands, the US must decide whether it is being duped into propping up a regime that deserves to fall.

The government of Mr Kim Jong-il has no democratic credentials. Together with his late father he has presided over seven consecutive years of economic decline, and there is growing evidence of mass starvation.

The question is whether to continue looking for a soft landing, with a gradual liberalisation that would allow North Korea to be absorbed into the South without military or economic shock. Or has famine pushed the North to a point where collapse is imminent?

The risks in both outcomes are large. To continue seeking a soft landing would mean living for several more years with the threat posed by North Korea's

military. The Korean peninsula would remain one of the most dangerous flash-points in the world, and the west could be blackmailed into making concessions on food and energy.

The economic costs of a premature North Korean collapse would also be great. Although South Korea would not have to fund welfare payments on the scale of West Germany after unification there, it would have to absorb North Korea's labour force with serious consequences for its own wage levels and employment. It would need generous financial support from the outside world.

Efforts to engineer such a hard landing might provoke a military response from a desperate regime which is thought able to launch missile attacks not only on Seoul but also on Japan.

Mr Kim is tenacious. So far he faces no popular challenge to his authority, despite the hunger. If he survived an attempt to starve him out, he would certainly resume his menacing nuclear programme.

The US approach must partly depend on an assessment of whether the doves in Mr Kim's entourage would be strengthened by more conciliation, to the point where they could deliver a peaceful transition. But the extent of the looming famine is narrowing the options.

The US cannot easily meet conditions that mean recognising and propping up a regime which spends massively on defence while its people starve. That suggests the outside world should start making contingency preparations for turmoil in the North. This game cannot be spun out indefinitely.

Culture clash

Earlier this week Beiersdorf, the German company best known for its Nivea brand of skincare products, announced a restructuring plan involving 700 job losses. The shares promptly fell DM43.30 to DM55.10.

Compare and contrast with the UK or US where similar announcements have the opposite effect. When Mr Al Dunlap arrived at Sunbeam Corporation last year, the stock price soared nearly 50 per cent. In no time "Chainsaw Al", as he is known, had produced a plan to slash the workforce by half. More happy noises from Wall Street.

How, then, can the German reaction be rationalised? It might, perhaps, reflect a certain literal-mindedness on the part of German investors, since profits will be hit by a heavy restructuring charge. It may be merely a technical reaction. But one intriguing possibility is that investors sensed a longer-term loss of value.

In most German companies employees are offered security, skills and career development in exchange for a commitment to use those skills in the company's interests. This implicit contract facilitates long-termism. It has made a big contribution to the competitive advantage of German companies.

The problem with such a system is that if downsizing is required, the implicit contract is threatened. While German employees are less brutal than Americans in handling redundancies, the remaining workforce's sense of commitment may nonetheless be eroded.

Yet this is not as un-American as sometimes assumed. Implicit contracts, reflecting the value inherent in relationships between management and others groups such as customers, workers, shareholders and suppliers, clearly exist in most sizeable US or UK businesses.

In some cases downsizing may thus impair value rather than increase it. The loss will be exacerbated if downsizing is accompanied by ill-judged boardroom pay rises. Indeed, there is growing academic evidence to back the logic of this week's call by Mr Stuart Hampshire, chairman of Britain's John Lewis Partnership, to cut the earnings gap between the board and the workforce. If employees' sense of fairness is disregarded, competitiveness may suffer as loyalty falters.

How well the stockmarkets capture such values is moot. Companies should do more to highlight their existence.

Fund failures

Another market scandal, another premature, ill-judged regulatory reform.

The Investment Management Regulatory Organisation and the Bank of England are considering an increase in the capital adequacy requirements on fund managers. Mr Peter Young's exotic behaviour at Morgan Grenfell Asset Management and rule-breaking at Jardine Fleming exposed dangers in the staid world of fund management previously thought confined to glitzy areas such as derivatives.

Capital rules are more usually imposed on banks. Because of links between banks and the term structure of their assets and liabilities, the collapse of one can quickly spread to many others. In contrast, failure of a fund manager would not drag others down. And the separation of client and company funds means that investors will be inconvenienced by a failure, but rarely impoverished.

Fund managers do need capital for other reasons. A run on a unit trust might cause problems for managers if they had to liquidate investments quickly and shrink the company's cost base to reflect reduced income from charges. But fund managers anyway keep a capital cushion against such eventualities. Mer-

cury Asset Management's recent standby loan of £250m shows that companies are keen to reassure investors. The regulators have yet to prove that, left to their own devices, the fund managers' cushion would be inadequate.

The regulators can do nothing about the main source of uncertainty: investment risk. An endemic cult of performance means investors often base their decisions unwisely on growth over a very recent period and companies turn to a system of "star" managers. Investors and companies can both be blinded by success, and forget that higher returns can rarely be earned without greater risk.

Capital adequacy rules might also act as a barrier to competition from companies without wealthy parents. Already the top five manage two-thirds of total funds. The risk for investors is that this small group could operate as a cartel.

Finally, there is the risk of negligence or fraud. Recent scandals suggest the main problem is incompetent management, not inadequate regulation. Internal controls need strengthening and the roles of auditors and professional trustees clarifying. Capital requirements are not the answer.

Choppy waters ahead

Declining returns on container operations are behind the recent spate of shipping mergers, writes Charles Batchelor

Since the first container-ship crossed the Atlantic in May 1968, world trade has come to be dominated by the containerised freight. Cheap to operate and easy to handle, the ubiquitous container accounts for close to 80 per cent of sea-borne trade by value.

But financial success has eluded many of the shipping companies involved, and the diminishing returns in a fast-growing industry are forcing container lines to seek competitive advantage through mergers.

This month Neptune Orient Lines of Singapore made an agreed \$825m (£608m) bid for American President Lines of Oakland, California to create the sixth biggest company in terms of the number of containers in service. And in December, the merger of the container interests of P&O, the UK group, and Nedlloyd of the Netherlands created the world's largest container company.

"Size is not an automatic guarantee of success," warns Mr Bernd Wrede, chairman of Hapag-Lloyd, the German shipping company. "The efficiency of operations is what will be decisive."

But the spate of mergers is a recognition that the larger groupings will be better placed to strike a good deal for their customers and provide a more comprehensive network of services.

The container's success has been due to its ease of handling and the protection it offers against damage and theft. One crane operator can load and unload cargoes which would have occupied a small army of dockworkers in the 1950s. Port turnaround times of vessels have been reduced from three weeks to 24 hours.

The greater efficiency dramatically reduced the cost of shipping. Before the arrival of the container the cost of sea freight was typically 5 per cent to 10 per cent of the value of the consignment. Now a \$6,000 motorcycle can be shipped on an intercontinental journey for \$85, 1.5 per cent of its value, and a \$1 can of beer for 1 cent.

With 10m containers and 6,190 ships in service, the container has become so cheap and universal it is used for mundane, relatively low-value products such as waste paper. And trends in manufacturing - towards the global sourcing of supplies and just-in-time production techniques - have boosted world trade and thus the container industry.

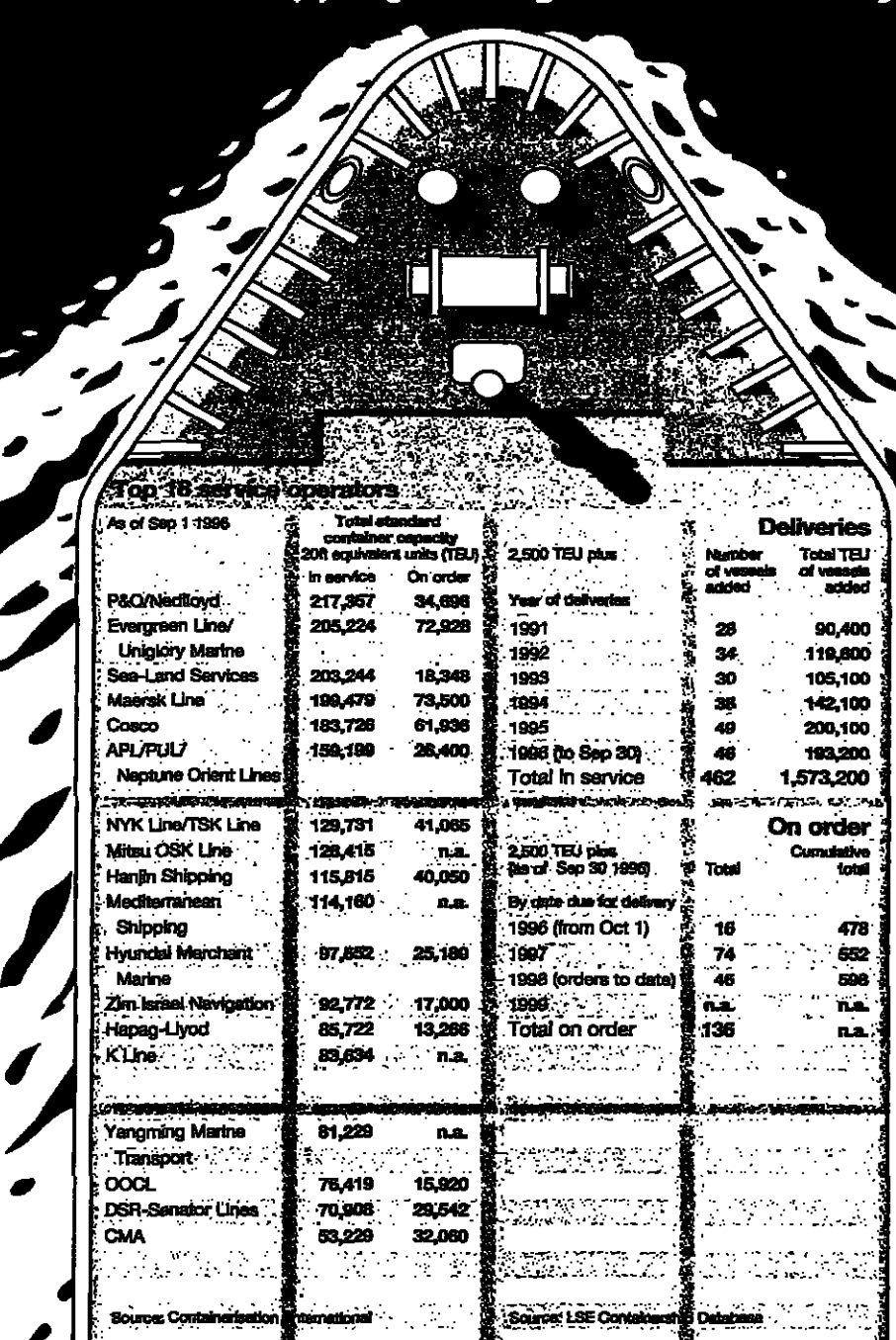
The attractions of containers have generated constant growth of the market. Average annual growth rates have been between 8 per cent and 10 per cent during the 1980s and NetWest Securities expects expansion of 8 per cent - to 158m container movements through ports - this year.

But after a golden age during the 1970s and early 1980s when returns were in double figures, they are now much lower or even negative for many carriers.

"The problem is not lack of growth in revenues overall but rather a constant erosion of revenues per box," says Mr Jane Boyes, editor of Containerisation International. "There has been a decline of as much as 60 per cent in real terms in certain key east-west trades since the mid-1970s."

Overcapacity has been the

Container shipping: a fragmented industry



Top 18 container operators				As of Sep 1 1996		Total standard container capacity		2,500 TEU plus		Deliveries		On order	
	In service	On order											
P&O/Nedlloyd	217,957	34,898	1991	28	90,400								
Evergreen Line	205,224	72,228	1992	34	118,800								
Uniglo-Marine	203,244	18,348	1993	30	105,100								
Sea-Land Services	199,479	73,500	1994	38	142,100								
Maersk Line	183,726	61,536	1995	49	200,100								
Cosco	158,198	28,400	1996 (to Sep 30)	46	163,200								
APL/FUL				462	1,573,200								
Neptune Orient Lines													
NYK Line/TSK Line	128,731	41,065	1996 (to Oct 1)	16	478								
Mitsui OSK Line	128,415	n.a.	1997	74	552								
Harjin Shipping	115,815	40,050	1998 (orders to date)	46	596								
Mediterrean	114,180	n.a.	1999	n.a.	n.a.								
Shipping	97,852	25,186	1999	n.a.	n.a.								
Hyundai Merchant Marine	92,772	17,000	1999	n.a.	n.a.								
Zim Israel Navigation	85,722	13,286	1999	n.a.	n.a.								
Hapag-Lloyd	85,634	n.a.	1999	n.a.	n.a.								
K-Line													
Yangming Marine	61,229	n.a.											
Transocean	76,419	15,820											
OOCL	70,806	23,642											
DSR-Sensar Lines	53,229	32,080											
CMA													

main reason for this constant downward pressure on rates and profits. This looks like getting worse with a record level of new orders as owners buy larger, more modern and more efficient vessels. Competition for shipbuilding work around the world means they can obtain good credit terms to build.

Ships capable of carrying 1.1m standard containers are currently on order, according to Containerisation International. This compares with existing world capacity of 4.8m containers - giving an order book equivalent to 22 per cent of the existing fleet.

Ships are also getting larger. Their size was for many years constrained by the locks of the Panama canal - even though many never passed through it. But in the late 1980s, American President Lines ordered a ship 39m wide; previous maximum width had been 32.2m. P&O recently ordered four ships with capacity for 6,000 containers, and designs have been drawn up by some shipyards for 8,000 container vessels.

At the same time engine speeds have increased from about 22 knots to 24 knots. In addition, more sophisticated sailing pat-

terns and closer co-operation between shipping lines on route-sharing agreements could help lift capacity by more than 25 per cent this year, and a further 20 per cent in 1998, according to a survey by Lloyd's Shipping Economist, a trade magazine.

The old-established European and north American shipping lines are also facing competition from new Asian lines, many of which receive subsidies from their governments as an arm of their trade policy.

Evergreen of Taiwan - founded as a one-vessel company in 1968 - was leader of the container shipping league until the P&O/Nedlloyd merger. Other large but relative newcomers to the industry include Harjin Shipping of South Korea and Cosco of China.

The pressure on established shipping lines has mounted with the breakdown of the shipping conferences - agreements between companies to set cargo rates and capacity levels on important routes. Shippers' organisations and regulators see such organisations as unfair restraints on free trade which have delayed efficiency improvements.

"The shipping lines are not as

unprofitable as they claim," says Mr Chris Welsh, secretary general of the European Shippers' Council. "The changes which are now taking place in the industry will give new opportunities to drive out costs. The liner conference system has not been very efficient over the past 15 years."

The European Commission has levied fines on the Far Eastern Freight Conference and is challenging the Trans-Atlantic Conference Agreement, a conference of 15 shippers on north Atlantic routes.

Although the shipping lines are attempting to defend the conference system, it is already being replaced with more loosely constructed alliances. These impose fewer rules on their members but are broader in their geographical scope.

They allow members to combine their schedules and jointly negotiate access to port terminals. Crucially, to avoid the regulators' scrutiny, they do not agree common rates.

Three alliances have been formed between the large shipping groups with P&O teaming up with Hapag-Lloyd, NYK and Nedlloyd. In what is known as the Grand Alliance, Maersk

has linked with Sea-Land, and Nedlloyd has got together with Orient Overseas Container Line, American President Lines and Mitsui OSK in the Global Alliance.

The shipping lines see the alliances as a means of reducing costs by up to \$100 per container a year or a total of \$1.3bn. Hapag-Lloyd calculates that the four members of its alliance have each achieved savings of \$10m over the past two years, though the initial costs of establishing the alliances have reduced this amount.

However, these arrangements have come under pressure from the current wave of mergers, which is bringing together partners from competing alliances. P&O and Nedlloyd have said they will announce which of their two alliances the merged company will join in the first half of 1997. Neptune and American President Lines face a similar choice.

But there are limits to what can be achieved through alliance arrangements and, despite being relatively recent arrivals on the shipping scene, their value is already being questioned by the bigger shipping lines. They cannot deliver fast decision-making, close co-operation between managements and the opportunity to make really large cost savings.

"In an alliance you still compete," says Lord Sterling, P&O chairman. "Once you go across borders companies become very protective. Alliances are not dead but their members will have to think carefully about how they operate."

Hence the wave of mergers, which offer much more significant savings. The merger between Neptune and American President Lines is expected to produce savings of \$130m on joint annual turnover of \$4.1bn, according to Mr John Pachter, a director of APL.

And when P&O and Nedlloyd announced their container merger in December, they expected to make annual savings of \$200m on business worth \$4bn. Now they have been able to look more closely at combined purchasing opportunities, information technology systems and port terminal costs they believe they can "comfortably exceed" this figure.

Combining cultures and management styles across borders is not easy. And regulators are often unwilling to see national flag-carriers pass into foreign hands. The merger between Neptune and American President Lines, for example, must be approved by the US Maritime Administration, which provides subsidies to US shipowners.

But even this latest round of mergers and alliances still leaves a highly fragmented industry in which more than 750 shipping lines provide container services, with the top 20 companies accounting for just 41 per cent of the business. There is still plenty of room for further consolidation.

"This is going to remain a competitive industry and anyone who believes conditions will get smoother is wrong," says Mr Wrede of Hapag-Lloyd.

Additional reporting by James Kyng in Singapore and Nancy Dunne in Washington

OBSERVER

Dream team for Tokyo?

Three important vacancies at the US embassy in Tokyo have attracted the attention of officials of Japan's ministries of finance, foreign affairs, and international trade and industry.

There has been much discreet lobbying, and apparently officials have high hopes of a new team being more sympathetic to their concerns than the last.

Tom Foley, former Democratic speaker of the US House of Representatives, who lost his seat in 1994, is expected to get the job of ambassador, recently vacated by former presidential candidate Walter Mondale.

Deputy chief of mission seems likely to be a veteran state department official Christopher Laffey, who on a previous posting to Japan met and married the daughter of former prime minister Kiichi Miyazawa. Typed as chief economic adviser is Kent Calder, a Princeton professor specialising in Japanese affairs.

Ministry officials, who privately refer to the three as "Japan Inc's dream team", would welcome a change from the tough-talking Mondale, who didn't shrink from speaking out on thorny issues, such as the trade disputes which are such a

feature of US-Japan relations. Foley, by contrast, developed a reputation for stolid reliability during his time as speaker, throwing the rumbustiousness of his successor Newt Gingrich into sharper relief. The American business community in Tokyo can't wait for the outcome.

Sitting target

Afghanistan's Islamic fundamentalist Taliban fighters are differing over whether to blow up what was one of the country's main tourist attractions when there were still tourists to attract.

Persian Buddhist conquerors in the 3rd or 4th century built a 55 metre statue - still the tallest standing Buddha in the world - in a niche in a cliff beside the Silk Road trading route. After the area became Islam, its face was carved off under the Moslem prohibition on portraying a deity's face, then a thousand years of Islamic rulers left it alone.

The Big Buddha, and its 35 metre neighbour, were heavily advertised to tourists in the 1980s and 70s, but caught a rocket-propelled grenade - still unexploded - in the chest during the anti-Soviet war in the 1980s. The fundamentalist Taliban in the latest civil strife are now only 60 miles away and frontline commander Abdul Wahid says

he'll end a millennium of toleration by dynamiting the cliff, because the statue represents an "infidel" religion and is of no scientific or historical value.

The UN and strongly-Buddhist Sri Lanka have led international protests, bringing a statement from Kabul that no decision had yet been made. The outcry hasn't impressed local people. "We have been shot at, blown up and killed for years, and the world is only concerned about a statue," complained shopkeeper Mohammad Shah.

Deadweight loss

Looks like Tonga should be more careful when it offered a present, especially one that floats. Eighteen months after France gave the South Pacific nation a tanker as a reward for not objecting to French nuclear tests, she still hasn't carried a single paying cargo and has been laid up for months in New Zealand for about \$3.5m worth of work to make her seaworthy.

Tonga proved a good chum to France in 1995 when it carried out a series of nuclear tests at Mururoa Atoll. While other Pacific states raged, Tonga refused to criticise. The 25-year-old 2,200 tonne former military tanker Lomipeau was part of an aid package from a grateful France, but when the

Tongans offered her services to BP and Shell, both said she was not up to standard. The French embassy in Wellington says Tonga knew perfectly well that the tanker would need a lot of work.

The incident reminds Tongans of the gift of two naval patrol boats from Australia which Prime Minister Baron Vaea later said were not practical and had been costly to run. Next time, friends offer a gift, maybe Tonga should take the money.

French kisses

Paris in the spring: a city of love, romance, and double-entry bookkeeping. Next week the 2,700 partners of Arthur Andersen and Andersen Consulting hit town for the annual meeting of their umbrella body - Andersen Worldwide - in the vast Palais des Congrès, a state-of-the-art conference complex with electronic voting buttons at every seat.

But all is not love-dovey. The two sides of the Andersen empire occasionally tussle over the same clients. The Finance Minister, Professor Lefebvre, the deficit in the payments balance for 1997 is estimated at 2,234 million guilders against recent estimates of 1,480 millions.

Financial Times

50 years ago

The French Budget
Paris, 24th April. In a final effort to balance the ordinary Budget, the Cabinet has adopted a proposal by the Finance Minister, M. Schuman, to impose on each ministry an immediate reduction of its expenditure by 7 per cent. It is hoped by this means to fill the present gap between total estimated expenditure of Frs.612 milliards and revenue of Frs.580 milliards. M. Schuman dwelt on evidence of the halt in the rise of prices, on the increase of industrial production and on the improvement of the free market rates of the franc abroad.

Dutch Deficit Problem
Amsterdam, 24th April. This year will be a strenuous one for the Netherlands because, against all expectations, imports are anticipated high, exports will remain relatively low. The large gap must be bridged by liquidation of foreign assets and by foreign loans. This is the background of the Finance Minister, Professor Lefebvre, the deficit in the payments balance for 1997 is estimated at 2,234 million guilders against recent estimates of 1,480 millions.

COMPANIES AND FINANCE: EUROPE

SSAB to lift prices in second quarter

By Greg McEvoy
in Stockholm

SSAB, the Swedish steel group, yesterday raised the prospect of a long-awaited upswing in steel prices, saying that it would increase prices in most of its markets during the second quarter.

Reporting a sharp decline in first-quarter profits, SSAB said prices had risen just over 1 per cent in the first

three months of 1997, compared with the final quarter of last year.

The increase ended five successive quarters of declining prices which have badly dented profits across the European steel industry.

Mr Lenn Gustafsson, SSAB chief executive, said: "This increase indicates that the trend has been broken. During the second quarter we will be able to increase

prices somewhat again in local currencies in most markets."

The comments triggered a surge in SSAB's stock, with the most-traded A shares closing up SKr4.10 at SKr142.

Free-tax profits fell from SKr644m a year earlier to SKr470m (\$61.6m), although the decline was only SKr18m from the final quarter of 1996 and shallower than market forecasts. Earnings per share

were SKr2.60, against SKr4.70.

SSAB said that the deterioration was caused by lower margins in steel operation and lower net financial items.

Western European demand for steel appeared to have stabilised, but the company stressed that concrete evidence was still lacking of a "general increase" in consumption.

Turnover slipped from SKr4.7bn to SKr4.5bn, reflecting the price erosion throughout 1996.

Prices were just over 10 per cent lower than in the corresponding quarter of 1996, SSAB said.

Orders for steel sheet and heavy plate "increased somewhat" in the first quarter against the fourth quarter last year.

Prices of raw materials, notably iron ore and coal, would increase about 5 per cent this year because of the stronger US dollar, SSAB said.

The higher raw materials costs had not yet significantly affected earnings.

SSAB said that a comprehensive "assault" on costs, launched in 1996 and due to continue this year, was paying off. Operating costs fell from SKr3.95bn to SKr3.7bn.

Eni chief sees future in oil 'federations'

For Mr Franco Bernabè, managing director of Eni, Italy's partially-privatised oil group, the world petroleum industry appears to be following a perverse economic logic of its own.

Rather than adhering to the general industrial trend towards consolidation, the industry is experiencing an "explosion" in the number of international oil companies.

"Oil is the only industry breaking up into more bits, rather than consolidating," he says.

At the heart of the expansion is the widespread privatisation of national oil companies and liberalisation of domestic energy markets, which has caused a number of electricity generators and other energy providers to seek upstream oil and gas assets.

The problem, according to Mr Bernabè, is that the newcomers are all following the same strategy: "Everyone wants to be an international oil major."

Although greater competition in an industry still largely dominated by a handful of big western oil groups might appear benefi-

cial, Mr Bernabè believes growing competition for upstream assets will prove unsustainable, especially as it is raising costs for the industry generally.

He sees the high premiums paid in recent takeovers in the sector as a symptom of that competition, and one of the main reasons why more innovative ways must be found for oil companies to grow.

"Acquisitions are too expensive and exploration is complex and long-term," he says, especially when much of the value in the industry is still to be found in the older oil provinces.

Mr Bernabè's big idea is a "third way" for oil companies to expand upstream. This would entail the formation of "federations" of companies linked by cross-shareholdings but retaining their separate identities.

Assets in a particular region would be transferred to whichever federation member had the greatest experience or knowledge of the area. "Does it make sense for us to manage our assets in the Gulf of Mexico, where we are a small player?" Mr Bernabè asks.

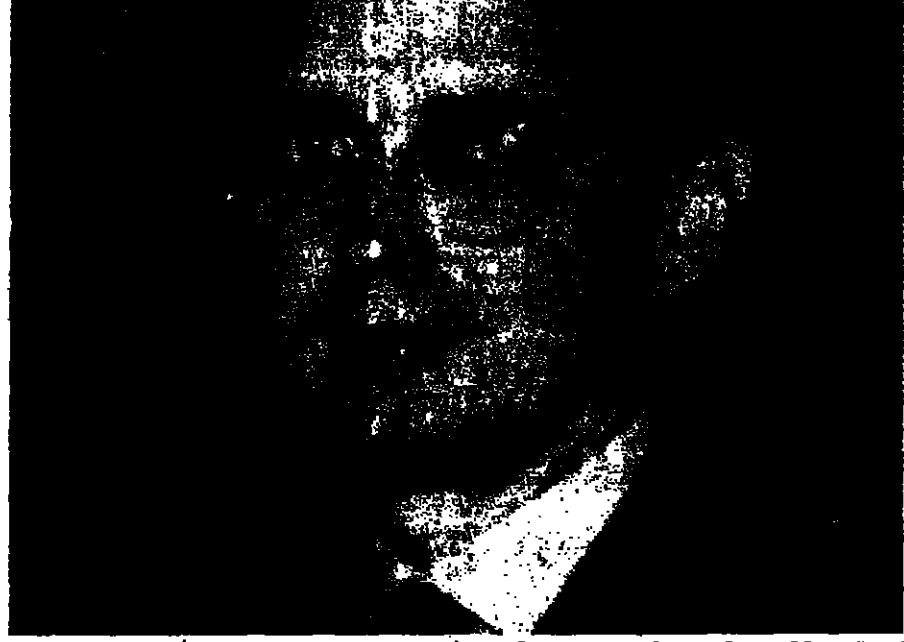
"Wouldn't it be more sensible to have someone else manage those reserves and have Eni take an interest in that company?"

Such arrangements would allow lower costs and shared services, and tap the corporate knowledge that is central to achieving economies of scale upstream.

"Oil companies are really knowledge companies, not engineering companies. What we want to do is transfer to the upstream the economies of scale that are being achieved through co-operation in the downstream."

Mr Bernabè concedes that the management of such relationships will be much trickier than the technical partnerships which currently characterise international oil exploration and production. It also means overcoming the loss of corporate pride that will inevitably accompany the transfer or loss of oil field operations.

But if such link-ups are the wave of the future, does the fact that Eni has so far not succeeded in persuading other companies to join suggest a lack of interest? "Though we have not found



Franco Bernabè: 'Acquisitions are too expensive and exploration is complex and long-term'

the right combination so far, I am strongly motivated in doing so," Mr Bernabè says. "There must be a way of combining the needs and aims of different companies in a way that produces better shareholder value than the traditional growth

models for the industry. Similarly, Mr Bernabè's decision to relocate some international operations to London is intended to hasten a change in Eni's culture and turn it into a truly multinational. "A major problem is our focus on Italy," he

says. "It's deeply rooted in the culture of our people, and even our international operations are linked to Italy. Our people abroad are simply appendages of the Italian headquarters."

Robert Corzine

Anglogold follows trend as profits dip 34%

By Mark Ashurst
in Johannesburg

Anglogold, the gold division of Anglo American, yesterday joined rival South African gold producers JCI and Randgold in reporting lower profits and a sharp decline in gold output for the March quarter.

Net profit after capital expenditure, which was sharply curtailed in response to the weak bullion price, fell 34 per cent from

R341m to R224m (\$50.4m). Analysts said the results were in line with expectations, which had been damped by this year's drop in bullion prices.

Total gold production fell from 54,014kg to 50,207kg in the three months to March 31, while the average gold price received dropped by 4 per cent to R55,756.

Mr Bobby Godsell, chief executive, said "active hedging" had softened the effect of the decline in the spot

gold price, which had fallen 9 per cent over the period. Freegold mine, the world's biggest gold producer, said combined losses of R18m at four marginal shafts contributed to a 43 per cent fall in net profit to R62.9m.

These shafts had become "an unsustainable burden" and would have to close unless the gold industry made "meaningful progress" towards improved labour productivity, said Mr Godsell. Earnings per share fell

from 96 cents in the December quarter to 65 cents.

Analysts said Freegold's performance was well below expectations.

The group's more robust mines - Vaal Reefs, Western Deep Levels and Elandsrand - achieved the targets set by management last year.

Net profits fell by 24 per cent to R77.3m at Vaal Reefs; by 46 per cent at Western Deep Levels to R35.8m; and by 25 per cent to R31.1m at Elandsrand.

Earnings per share for the quarter fell from 532 cents to 404 cents at Vaal Reefs, from 228 cents to 188 cents at Western Deep Levels, and from 42 cents to 32 cents at Elandsrand.

East Rand Gold and Uranium Company reported a 20 per cent decline in net profit to R17.4m. Gold output was 1 per cent lower at 3,281kg. Earnings per share were 34 cents, compared with 42 cents in the December quarter.

Capital expenditure at the mines has been cut by 10 per cent to R1.2bn, and the group's cash resources are expected to be maintained at R1.2bn.

Anglo American said it planned to continue the trend of rising capital expenditure, which increased by 38 per cent in the December quarter.

Mr Godsell said increased expenditure to prolong the life of mines had always depended on the strength of the gold price.

Fiat posts small advance

By Robert Graham
in Rome

Fiat, the Italian automotive group, yesterday revealed a modest upswing in first quarter 1997 pre-tax profits, from L464bn to L495bn (\$291m). Turnover rose 4.4 per cent to L20,844m.

After confirming the 1996 consolidated net profit of L2,371bn, the board said it would be recommending an unchanged dividend of L100 per ordinary share and L130

per savings share with respect to 1996, making a total dividend payout of L1,522bn.

The board is also proposing a scrip issue of one share for every 10 in circulation as of January 1 1997. Fiat's last scrip issue was in 1991.

The group, Italy's largest private company, has a current paid-up capital of L4,932bn.

The company said the improvement in the first quarter owed much to the

core car business, where turnover rose almost 6 per cent to L11,826bn.

Last year, cars accounted for 54 per cent of sales, but this climbed to 57 per cent in the 1997 first quarter, when Fiat sold 628,000 cars, a 3.7 per cent increase on the same period the previous year.

There was a strong increase in domestic sales, thanks to government incentives to trade in cars aged 10 years and over.

BCH rise signals sustained recovery

By Tom Burns
in Madrid

First-quarter results at Banco Central Hispano, the Spanish bank which is leading an international consortium to acquire the country's second domestic telecoms operator, indicated that it is on the path to sustained recovery.

BCH lifted net attributable profits 20.1 per cent compared with the first three months of 1996, to Pt2.4bn (\$66.4m). Growth came mainly from the core banking business, where tight cost control and aggressive market-

ing fuelled a 10.5 per cent rise in net interest income, to Pt37.5bn, and a 31.8 per cent increase in operating profit, to Pt32.4bn.

However, the bank was unable to give any clarification on apparently conflicting interests in the contest to acquire Retevisión, the fixed-line carrier that the government plans to privatise before the summer.

BCH is leading a consortium that includes France Telecom, Deutsche Telekom and Sprint of the US, the partners in the Global One telecoms alliance.

A rival group preparing to bid for

Retevisión is formed by Stet, the Italian operator, and by the domestic utilities Endesa and Unión Fenosa, which are closely linked to BCH.

The bank's first-quarter profits are low compared with those of rival domestic banking groups, but the results underlined that a two-year restructuring programme at the bank, involving charges to strengthen the balance sheet and cuts in dividends, is bearing fruit.

In 1996, BCH posted net attributable profits of Pt2.4bn, the same bottom-line figure that it reported

for the first three months this year. The bank now forecasts profits will rise from last year's Pt2.3bn to "at least" Pt2.5bn.

Analysts believe that BCH - which has 2,568 branches, more than any other domestic bank - has room for profits improvement now that the domestic economy is showing robust growth.

Its return on assets (0.43 per cent, up from 0.39 per cent a year ago) and its return on equity (12.5 per cent compared with 10.6 per cent) are below the ratios reported by rival banks.

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Battle lines drawn over Retevisión

Tom Burns reports on the contest for Spain's second fixed-line telecoms operator

Rafael Arias-Salgado, Spain's development minister, was worried at the beginning of this year that, at best, only one group would be willing to take on Retevisión, the vehicle for breaking Telefonía's domestic monopoly.

In the event, Spain's future second fixed-line operator, which the government will privatise this summer, has attracted just about everybody who counts in the industry.

An important consequence of the contest, competitor, which opened earlier this week with potential buyers expressing formal interest, is that its outcome should clarify agreements among international operators.

Spain has become the latest battleground for the big telecoms groups, in part because the domestic market is both strategic and profitable and because Mr Arias-Salgado has purposefully kick-started Retevisión into action by allowing it aggressive pricing possibilities.

Telefonía was at the centre of a global realignment of alliances last week, when it pulled out of its joint venture with Unisource to join Retevisión, the group formed by British Telecom and MCI,

of the US. The switch has stimulated rival alliances to take on Concert's new associate on its own ground.

Telefonía's home market is clearly enticing: the domestic economy is growing ahead of the EU average and telephone culture in Spain is just beginning to

give the second operator a good margin for undercutting Telefonía's charges.

The message has been well understood, to judge from the interest in Retevisión. France Telecom, Deutsche Telekom and Sprint of the US, which together form the Global One alliance, are pre-

paring a bid; Germany's Mannesmann, in association with AT&T, is preparing another; and Italy's Stet is drawing up a third.

Telefonía's former partners in Unisource - the national operators of The Netherlands, Sweden and Switzerland - have also declared a formal interest. However, because of their link to Telefonía up until last week, they were too late to form a separate consortium.

It is expected that the composition of the groups seeking to control Retevisión will

have joined a consortium backed by Renfe, the national railway, and led by Central Hispano, the big domestic retail bank; and a second group that would bring together most, if not all, of the other international operators that have expressed interest in Retevisión.

Unisource is an obvious candidate for joining the AT&T-Mannesmann consortium, because it is the US group's strategic ally in Europe. Unisource has first, however, to sever its links with Telefonía before taking a stake in Retevisión.

There is also uncertainty over the continued presence of Endesa and Unión Fenosa in a consortium rivaling the team formed by BCH. The bank is a shareholder of both utilities. Its chairman, Mr José María Amisegui, is also chairman of Unión Fenosa, and BCH signed an agreement two years ago with Endesa to invest jointly in the power and telecoms sectors.

The two utilities and BCH are, in addition, core shareholders of Alrial, the mobile operator which competes with Telefonía in the cellular sector. Should the domestic companies lead rival consortia, the international operators that partner them will have the opportunity to become Alrial shareholders, because BT is due to sell a 15.5 per cent stake it has in the mobile operator following Telefonía's agreement with Concert.

Anglo American

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IN BRIEF

Procter & Gamble profits rise 16%

Procter & Gamble, the US consumer goods company, improved on a relatively weak performance at the beginning of last year by reporting a 16 per cent increase in net profits to \$881m for its fiscal third quarter to March. Page 21

AngloGold reports falling output
AngloGold, the gold division of Anglo American, joined rival South African gold producers JCI and Randgold by reporting lower profits and a decline in gold output for the March quarter. Page 18

Eurotunnel cuts losses by \$131m
A 71 per cent increase in revenues during its second full year of operation enabled Eurotunnel, the operator of the Channel tunnel, to cut its losses by \$131.22m to \$1.04bn in the year to December 31. Page 22

Co-op begins private prosecution
The Co-operative Wholesale Society started a private prosecution of Mr Andrew Regan only hours after the 31-year-old businessman's \$1.94bn plan to take over the Co-op collapsed because a main financial backer pulled out. Page 22

Dow Chemical beats expectations
Dow Chemical became the latest in a series of US chemical companies to beat analysts' earnings estimates, coping better than expected with currency moves and pricing pressures. Page 21

Softbank benefits from US performance
Strong performances from its US subsidiaries boosted profits at Softbank, the fast-growing Japanese computer software, publishing and exhibition company. Page 20

MCI maintains pre-tax profit position
MCI, the US telecoms group planning to merge with British Telecom, reported this year, saw first-quarter profits before tax held to the same level as last year as a result of heavy investment in local US markets and abroad. Page 21

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AGF	139 + 4	AGF	349.9 + 0.8
AMR	2120 + 26.5	AMR	482.0 + 18.8
Amec	2120 + 72	Amec	457.5 + 11.5
American Int'l	307.8 + 11.8	Amec	440 + 17
AngloGold	394.7 + 12.2	Amec	440 + 17
BCH	140 - 5	Amec	440 + 17
Bank of Canada	140 - 5	Amec	440 + 17
Bank of Nova Scotia	140 - 5	Amec	440 + 17
Bank of Scotland	140 - 5	Amec	440 + 17
Barclays Bank	140 - 5	Amec	440 + 17
British Telecom	140 - 5	Amec	440 + 17
CU France	140 - 5	Amec	440 + 17
CWS	140 - 5	Amec	440 + 17
Charter Atlantic	140 - 5	Amec	440 + 17
Citizen	140 - 5	Amec	440 + 17
Clerical Medical	140 - 5	Amec	440 + 17
Continental Airlines	140 - 5	Amec	440 + 17
Coors	140 - 5	Amec	440 + 17
Countrywide Bank	140 - 5	Amec	440 + 17
Delta Air Lines	140 - 5	Amec	440 + 17
Dow Chemical	140 - 5	Amec	440 + 17
Du Pont	140 - 5	Amec	440 + 17
Eni	140 - 5	Amec	440 + 17
Equitable Life	140 - 5	Amec	440 + 17
Ergo	140 - 5	Amec	440 + 17
Eurostar	140 - 5	Amec	440 + 17
Eurotunnel	140 - 5	Amec	440 + 17
Fiat	140 - 5	Amec	440 + 17
Fincantieri	140 - 5	Amec	440 + 17
Forges de Clabecq	140 - 5	Amec	440 + 17
Fortune Oil	140 - 5	Amec	440 + 17
Freemgold	140 - 5	Amec	440 + 17
Hartford	140 - 5	Amec	440 + 17
IBM	140 - 5	Amec	440 + 17
JCI	140 - 5	Amec	440 + 17
Jinro	140 - 5	Amec	440 + 17
LG	140 - 5	Amec	440 + 17
Laurel Ashley	140 - 5	Amec	440 + 17
MCI	140 - 5	Amec	440 + 17
Massa	140 - 5	Amec	440 + 17
McWane	140 - 5	Amec	440 + 17
Mitsubishi	140 - 5	Amec	440 + 17
Nippon	140 - 5	Amec	440 + 17
Novartis	140 - 5	Amec	440 + 17
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ICI profits fall by two-thirds

By Jenny Luesby

Imperial Chemical Industries' status as one of Europe's leading chemical companies took a further knock yesterday after it announced that pre-tax profits in the first quarter had fallen to a third of their level a year ago.

It also emerged that the company last year bid for the chemicals division of Unilever, which has since been put up for sale. It is understood that Unilever decided against negotiations with the chemicals group because it believed it could secure a better price through an open sale.

ICI refused to comment on whether it was still interested in the Unilever division.

UK chemical company's failed bid for Unilever speciality businesses revealed

Hit by falling chemical prices and the strength of sterling, ICI disappointed the market yesterday with pre-tax profits, before exceptional, of £255m in the first quarter, compared with £202m in the same period of last year.

The group's share price fell more than 3 per cent to close at 697.5p.

Earlier in the week, shares rose on reports that ICI had bid for all four of the speciality chemicals businesses being sold by Unilever.

It is understood ICI

approached Unilever with the offer last autumn, before the public auction. Relations have since been strained between the two companies.

Mr Charles Miller Smith, chief executive of ICI, was formerly a director of Unilever and the chief executive of one of the businesses now up for sale, the food flavour and fragrance business, Quest.

Unilever sources say ICI is now one of 50 bidders for all or part of its chemicals businesses.

An ICI acquisition of the

Unilever businesses would take the company back into sectors it left several years ago. It would also stretch the company financially.

However, ICI is under considerable pressure to shift its business away from industrial chemicals and towards speciality chemicals.

Its industrial chemicals division, which accounted for more than half of the group's pre-tax profits in 1996 and around a fifth last year, incurred losses in the first quarter of this year.

ICI's overall sales volumes rose by 5 per cent in the first quarter, but reduced prices led to a decline in sales, also of 5 per cent, to £2.4bn.

Mr Alan Spall, finance director, said falling prices for polyester plastics and the white pigment titanium dioxide had knocked profits by £110m in the first quarter. Another £50m had been lost through other chemical price falls, and a further £40m through the strengthening of sterling.

Analysts yesterday downgraded profit forecasts for this year to about £500m, from a previous range of £565m to £590m.

Observer, Page 15
ICI questioned, Page 2

Hi-techs rally on IBM's net \$1.2bn for quarter

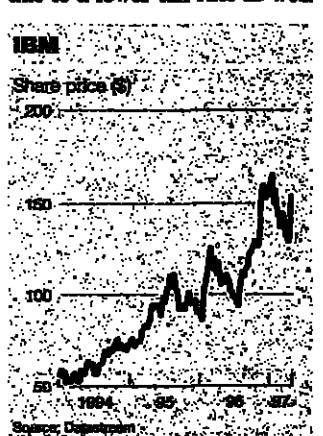
By Louise Kehoe in San Francisco

International Business Machines led a rally in US high-technology stocks yesterday, following its report of higher than expected first-quarter earnings.

IBM was trading at \$153 in mid session, up 7 per cent from Wednesday's close of \$142. Compaq Computer jumped 32% to \$90, Hewlett-Packard was up \$1 at \$50 and Intel, the semiconductor industry leader, rose 32% to \$149 in early trading. The technology-laden Nasdaq Composite Index was up 3.28 by midday.

Wall Street analysts had feared over the past few weeks that IBM might report a decline in first-quarter earnings as slowing sales of mainframe computers and the negative effects of currency exchange took their toll.

However, the computer industry leader surprised analysts by reporting earnings well above their consensus projections. This was in part due to a lower tax rate as well



as an eight per cent drop in the number of shares outstanding as IBM continued an aggressive buy-back program.

Strong sales of personal computers and hard-disk drives - segments in which IBM had trailed competitors - also helped to boost the results. IBM's services operations continued to grow rapidly with revenues up 28 per cent in the quarter.

As expected, revenues from IBM's flagship mainframe computers and related software declined. New high performance mainframes, expected later this year, should boost sales, analysts said. Net earnings for the quarter were \$1.2bn, or \$2.37 a share, well above the Wall Street consensus of \$2.25 a share. In the same period last year net earnings were \$1.2bn or \$2.21 a share, excluding a charge associated with acquisitions which reduced earnings to \$774m or \$1.41 a share.

Total revenues for the quarter rose 4.5 per cent to \$17.3bn, from \$16.6bn in the first quarter of 1996. The results, reported after the market close on Wednesday, demonstrated "the strength of our broad, diversified product line," said Louis Gerstner, chairman and chief executive. "Results from the fast-growth areas of our company more than offset the weakness from our server (mainframe) line."

"Servers," a term IBM now prefers, accounted for only 11 per cent of total revenues in the quarter, down from 17 per cent in 1994, said Mr Richard Thoman, chief financial officer. Revenues from services over that period jumped from 15 to 24 per cent of the total.

Fears that rises cannot be fully passed to customers

Stora hit by paper industry price erosion

By Greg McIvor in Stockholm

Stora, the Swedish forestry group, yesterday voiced doubt that a rise in wood pulp prices announced by leading producers from next month could be fully passed on to customers.

Announcing a steep deterioration in Stora's first-quarter profits amid continuing price erosion in the industry, Mr Lars-Ake Helgesson, chief executive, said: "It may be difficult to implement the whole increase in one lump sum."

Mr Helgesson said the high level of pulp inventories was a concern. North American and Scandinavian stocks are just under 2m tonnes, well above the 1.5m tonne level considered to be equilibrium.

His remarks are likely to fuel scepticism over the attempt by a number of large North American and European producers, including Stora, to raise pulp prices from May to \$80 a tonne from \$50.

Producers are desperate to raise prices as many are losing money at current rates.

The move follows a decline last month in inventories of Northern Bleached Softwood Kraft pulp, the industry benchmark, and a further expected decrease in stocks this month.

However, industry observers are divided over whether the market is strong enough to

support a price rise. Market pulp prices have been edging down in recent weeks. Demand for paper (for which pulp is the prime raw material) is patchy, and prices of some grades are under pressure.

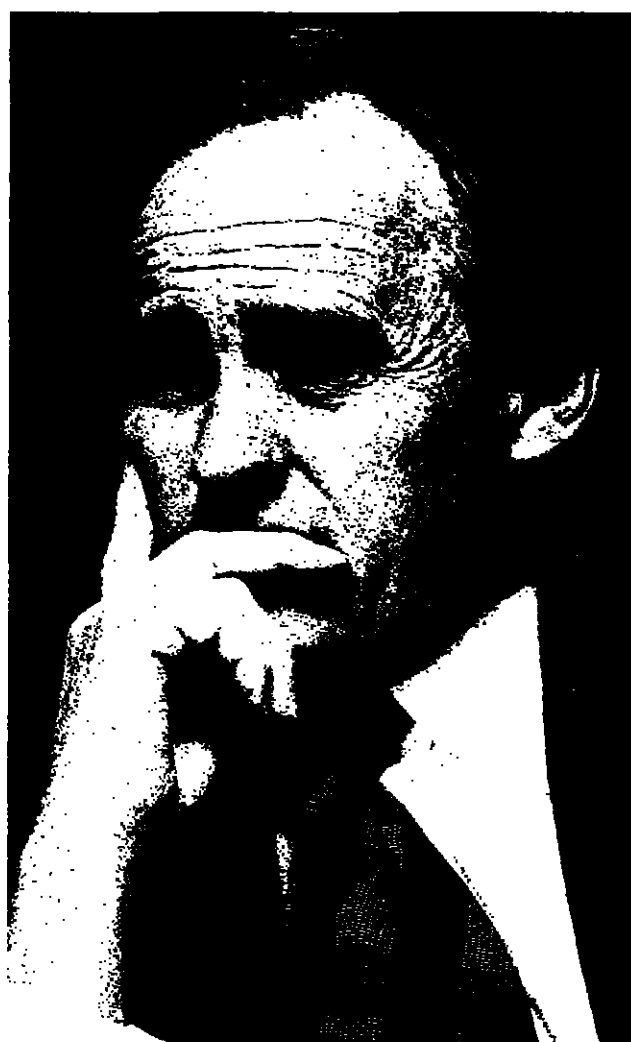
This is reflected in Stora's pre-tax profits, which fell from SKr1.2bn to SKr560m (\$430m). The company incurred a SKr166m loss in pulp operations, compared with a SKr35m deficit at the same time last year.

The drop in group profits was entirely due to lower prices and would have been worse but for improved delivery volumes, a favourable currency effect of SKr100m, and lower volume costs.

Group turnover slipped from SKr12.4bn to SKr10.7bn, but earnings were above forecasts, largely due to higher production at Stora's hydroelectric plants. This, and an upgrade of three North American forestry stocks by Morgan Stanley, helped lift Stora's most-traded A shares SKr4 to SKr106.50.

Mr Helgesson said demand for pulp and fine paper was increasing and reiterated Stora's previous forecast of improving volumes and increasing prices in 1997.

Profits from pulp operations were higher in the first quarter against the previous quarter because of higher volumes.



Lars-Ake Helgesson: concerned about high levels of pulp stocks

Operating profits in fine paper rose from SKr97m to SKr244m, although Mr Helgesson said the grade was coming under renewed price pressure.

In printing papers, operating profits fell from SKr632m to SKr223m, primarily due to a 10 per cent fall in newspaper prices in the latter half of 1996.

Average prices for paper and board products fell 17 per cent, or by 2 per cent compared with the fourth quarter last year.

Hong Kong-listed Chinese brewery sees profits drop

By Louise Lucas in Hong Kong

Net profits at Tsingtao Brewery, the first Chinese enterprise to list on the Hong Kong stock exchange, fell 73.7 per cent last year as its new directors sought to turn the company around.

Net profits fell to Yn 25.68m (\$3.09m) from \$7.79m in 1995 and shareholders will not receive a dividend.

The results came as Hong Kong investors are showing a growing appetite for China-linked shares such as H-shares - Chinese companies listed in Hong Kong. The market expects a rise in H-share listings this year but Tsingtao is warning that a link to China is not a guarantee of success.

The company, whose initial public offering in July 1993 was 111 times oversubscribed, has had a bumpy ride on the stock market. After a six-month honeymoon, when the share price outperformed Hong Kong's Hang Seng Index, Tsingtao's fell sharply and within two years it had underperformed the market by 45 per cent.

Investors grew concerned at the company's inability to expand its domestic market or develop exports. They were worried by Tsingtao's dabblings in banking activities, such as lending, rather than concentrating on brewing.

Earnings per share fell 73.7 per cent, from 0.108 yuan in 1995 to 0.029 yuan last year. Tsingtao directors attributed the slump to a switch in strategy. The board of directors was overhauled in July, and the incoming members opted

to write off passive assets brought forward, mainly scrap supplies, resulting in a one-off cost of about \$8m yuan.

Production capacity was under-utilised because of technology upgrades and product adjustment, leading to a loss of Yn 51m. Analysts said the brewery faced greater competition from foreign brands such as Foster's and Carlsberg.

Mr Li Gui Rong, chairman, expects steady growth this year. "We took relevant measures to tackle the problems that had been left over from the past in order to lay down a solid foundation for future development. Based on this, we believe our company's business shall grow steadily in 1997."

The strategy centres on the local market; specifically, Shandong province where Tsingtao has its strongest foothold. Direct sales supplement the original agency and contract sales and the promotional budget is to be increased. Tsingtao will launch in June a canned version of its premium Gold Label Beer in an attempt to meet competition from foreign breweries. The directors expect this to increase profits.

Directors say their strategy has reaped benefits: sales in the first quarter of this year are 18 per cent up on the same period in 1995.

They have succeeded in getting started a delayed joint-venture brewery in Shenzhen, the special economic zone in China. Construction of the brewery began last month and it is expected to begin production at the end of next year.

Eni chief plans to bolster overseas operations

By Robert Corzine in London

Eni, the partially privatised Italian oil and gas group, plans to move part of its international operations from Milan to London under a bold corporate restructuring.

The proposed reforms are intended to transform the world's eighth-largest oil group from a domestically oriented company into a true multinational, according to Mr Franco Bernabè, Eni's managing director.

He said the company's overwhelming focus in Italy meant international operations received insufficient management attention. "We need to draw a line between the international and Italian operations, which now attract the entire attention of the management."

In an interview yesterday, he said Eni had chosen London because of its growing importance as a centre of the international oil and gas industry. "We feel that London is at the centre of the oil industry in this part of the world. The competences are here, the skills are here and the people are here."

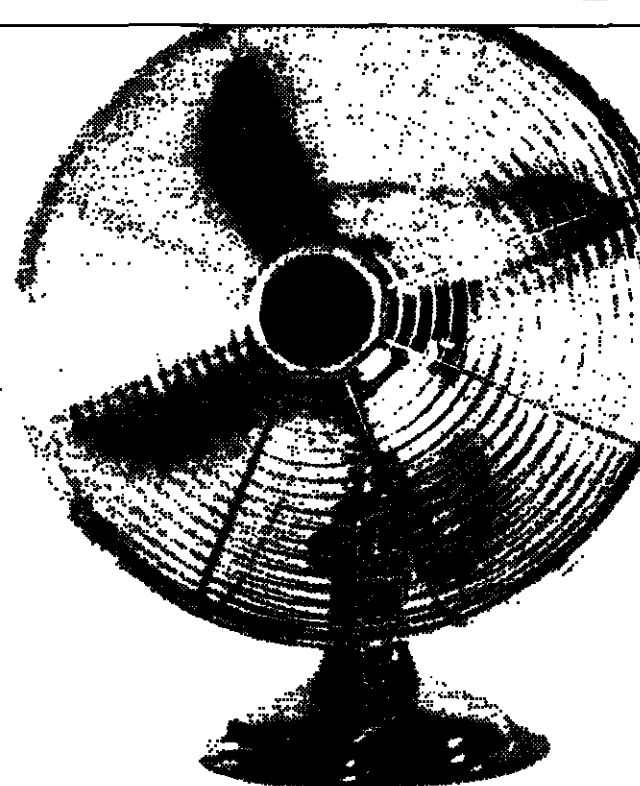
Mr Bernabè said the move would help Eni look beyond traditional upstream production areas in Italy and Africa. It will be accompanied by a shift to a regional management structure for Eni's international businesses, including refining and marketing. The regional units will be given greater powers and resources to expand or reorganise.

He also disclosed that Eni was seeking to expand its international upstream operations through the creation of a "federation" of affiliated oil and gas groups.

The intention would be to cut costs and share services, he said. But it would go well beyond conventional partnerships in the industry.

Details of a third offering of Eni shares are expected shortly from the Italian treasury. Mr Bernabè did not know how many shares would be on offer, but he said the government, which has a 69 per cent stake, was not necessarily determined to retain control. "Fifty-one per cent is not a crucial figure," he said.

Oil 'federations', Page 18



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Goldman Sachs in Tokyo.
Its return on equity is cur-

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data, industry analyst at Goldman Sachs in Tokyo. Its return on equity is cur-

in its expansion into new markets such as India and eastern Europe.

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Regan drops £1.2bn CWS takeover plan

By David Blackwell, Norma Cohen and Clay Harris

The Co-operative Wholesale Society yesterday started a private prosecution of Mr Andrew Regan, only hours after the 31-year-old businessman's £1.2bn (£1.94bn) plan to take over the Co-op collapsed because a main financial backer pulled out.

Mr Regan and Mr David Lyons, his business partner, face criminal proceedings for aiding, abetting, counselling or procuring theft and for

handling stolen property. The CWS also began proceedings for theft against Mr Allan Green, a senior retailing executive it suspended last week.

"We are playing hardball on this," the CWS said. Last week, the Co-op won an injunction from the high court, requiring the three men to return confidential company documents.

Mr Regan's Galileo Group blamed its decision to pull out on the CWS board's unequivocal rejection of its

latest approach.

However, it emerged yesterday that Nomura International, the Japanese bank arranging debt financing for the bid, pulled out after failing to obtain written assurances from Hambros Bank, Galileo's financial adviser, about the integrity of the participants in the deal.

The City of London magistrates' court set May 28 as the date for a preliminary hearing on the criminal proceedings. This morning in the High

Court, the CWS will seek to have made permanent last week's injunction preventing the use of confidential CWS information obtained by Mr Regan and Mr Lyons. The CWS said it would also be starting civil proceedings against Hambros and Travers Smith Braithwaite, legal advisers to Galileo. It had been advised that both firms "had no credible grounds for believing that there was any legitimate basis" for Mr Regan to have its documents.

Mr Graham Melmoth, CWS chief executive, yesterday wrote to Lord Hambro, chairman of Hambros, saying: "The CWS has been a victim of a wide-ranging dishonest conspiracy to steal its documents. I mean to get to the bottom of it."

Shares in Lancia Trust, Mr Regan's quoted company, were suspended on February 10 when rumours of the planned bid surfaced. They are unlikely to resume trading until all litigation is resolved.

Nomura declined to comment on its role in the Galileo bid. It is understood to have been finalising details of a £1.2bn financing agreement with Galileo on Friday when CWS obtained its injunction against Mr Regan.

Nomura, which specialises in structured finance - the issuance of debt securities backed by the cash flow from underlying properties - is one of several City firms interested in financing a buy-out of the Co-op.

Higher revenues help Eurotunnel cut loss to £642m

By Ross Tieman

A 71 per cent increase in revenues during the second full year of operation enabled Eurotunnel, the operator of the Channel tunnel, to cut its losses by £81m to £642m (£1.04bn) in the year to December 31.

Revenues from shuttle ser-

vices carrying cars and lorries, and from freight and passenger trains passing through the tunnel, totalled £483m, up from £304m in 1995.

At the operating level, after depreciation and provisions for irregular maintenance, losses were cut from £900m to just £33m.

The company's income included insurance receipts of £33m to compensate for the transit loss because of the closure of the south tunnel following a fire on November 13.

At the time the fire broke out, the Anglo-French company had captured a 50 per cent share of car traffic

between Dover/Folkestone and Calais, and more than 45 per cent of the lorry traffic. The company's share of the car market has since recovered to almost 40 per cent.

Lorry services are expected to resume on a trial basis from May 15, when the second tunnel re-opens, dou-

bling capacity. Mr Bill Dix, managing director of shuttle operations, said yesterday that the company aimed to regain its October 1996 market share in both types of traffic by the end of 1997.

Eurotunnel has agreed with its bankers a revised plan for converting some £4bn of its £5.54bn of debts

into shares. Last year, the company made interest payments of £62m, down from £72m in 1995.

Mr Richard Shireff, head of business services, said lower interest rates had cut the total bill by £105m, and exchange-rate fluctuations had pared a further £70m from the total.

RESULTS

		Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current dividend (p)	Date of payment	Dividend cover (times)	Total for year	Total last year
Ashley (Laura)	Yr to Jan 25	327.6	(336.5)	16.2	(10.3)	4.28	(2.97)	0.5	1
Amul Food	Yr to Jan 31	78.2	(72.7)	6.77	(3.38)	14.2	(7.2)	4.25	4
Bellway	Yr to Mar 31	80.7	(81.4)	11.59	(8.29)	7.5	(5.3)	2.52	1.75
Biochem Public	Yr to Dec 31	13.7	(11.4)	1.2	(1.07)	9.47	(7.8)	2.5	2.72
Brent Walker	Yr to Dec 31	1,734	(1,680)	50.89	(41.54)	10.41	(107.51)	5	5
BS	Yr to Dec 31	8.12	(6.07)	1.42	(0.253)	18.12	(4.01)	5	5
Carr's Milling	6 mths to Mar 1	43	(42.4)	1.7	(1.53)	13.81	(14.1)	3	2.5
Cable Resources	Yr to Dec 31	0.222	(0.222)	0.364	(0.002)	3.07	(0.015)	-	-
Cardinal	Yr to Dec 31	483.5	(483.5)	15.1	(15.1)	4.01	(4.28)	1.35	1.35
Cheltenham	Yr to Dec 31	319.7	(305.1)	15.1	(15.1)	4.01	(4.28)	1.35	1.35
Colson	Yr to Dec 31	40.4	(46.1)	6	(4.75)	14.43	(10.88)	1.218	1.032
Fortune Oil	Yr to Dec 31	391.9	(83)	3.48	(2.17)	0.25	(0.2)	0.8	1.3
Hughes	Yr to Jan 31	58.5	(114)	0.814	(3.04)	0.41	(4.18)	0.8	1.3
ICI	3 mths to Mar 31	2,438	(2,388)	70.9	(22.9)	18.3	(18.3)	6.1	5.6
Trinity Holdings	Yr to Jan 31	262.2	(208.1)	17.4	(16)	20.81	(20.5)	6.1	5.6
Upstream Int	Yr to Dec 31	63.2	(68.6)	3.05	(1.19)	5.88	(4.78)	3.5	4.72
Wellington Wharf	Yr to Dec 31	52.88	(25.78)	10.5	(2.22)	20.51	(8.8)	2.8	3
Investment Trusts		NAV (p)	Attributable earnings (p)	EPS (p)	Current dividend (p)	Date of payment	Dividend cover (times)	Total for year	Total last year
F&C Pacific	Yr to Jan 31	183.5	(186.5)	4.83	(6.7)	2.1	(2.81)	1.05	1.05
Hammerhead High Inc.	3 mths to Mar 31	-	(-)	(-)	(-)	(-)	(-)	1.65	1.6
Scottish Mortgage	Yr to Mar 31	338.4	(308.8)	24.5	(21.4)	6.82	(5.33)	3.5	3.15
Shire Group	3 mths to Mar 31	186.3	(178.255)	0.109	(0.194)	0.38	(1)	1.375	1.325

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. After exceptional charges. After exceptional credit. 10c increased capital. *Geddes special. *Comparatives related. *Comparatives for 10 months. *Comparatives for 10 months and related. *Written premiums. *\$54. December 31. *Includes special 5p.

Vickers warns on first half

By Bernard Gray, Defence Correspondent

Vickers, the engineering conglomerate, warned yesterday that profits for the first half of 1997 were unlikely to match those of last year.

Shares in the company fell by 10 per cent, from 225p to 202p, making a 23 per cent fall since the company announced its results just over a month ago.

The company said yesterday after its annual meeting that problems with its troubled medical division meant that profits would continue to be disappointing this year.

Vickers also said that while sales of Rolls-Royce motor cars were still strengthening, margins may fall later in the year as the impact of the rise in sterling was felt.

Analysts yesterday cut their forecasts for 1997 profits to about £80m, against £83m last year, with the company hinting that profits were likely to be flat for the year as a whole.

LEX COMMENT

Laura Ashley

Ambition, vision and aggression are all fine business attributes. Ms Ann Iverson, Laura Ashley chief executive, has them in spades. But the nasty disclosure that stock mark-downs will dent first-half profits by 54m suggests that some elementary virtues like prudence and caution might usefully leaven the mix. Since taking the helm back in July 1985, Ms Iverson has attacked the turnaround job with commendable vigour. But having talked a big game and failed to deliver, she has paid a heavy price. The share price has more than halved over the past year, with much of the recovery rating evaporating yesterday.

The problem with the company is not the vision. Ms Iverson's efforts to make the product less frumpy make sense. So too does the decision to overhaul the store portfolio in the US, pushing for growth through larger shops. The trouble has been the pace of change - the company has changed faster than its customers have been able to follow. This may come right in time: turnaround stories do not proceed without hiccups. But change will take longer than originally hoped. And investors should remain wary until there is greater confidence that the systems exist to prevent repetition.

The company clearly needs some pragmatism to counterbalance the visionary Ms Iverson. No doubt Mr John Thornton, the Goldman Sachs banker who chairs it, fits the bill. But whether he has much time over from building an investment banking business in Asia must be doubtful.

Fortune Oil up 31%

Fortune Oil, which has oil-related operations in China and the UK, lifted pre-tax profits last year 31 per cent to £2.76m (£4.47m), as turnover grew from £38m to £392m.

Mr Barry Cheung, chief executive of the Hong Kong-based company, said revenues in crude oil trading had more than tripled to £28m, as a result of an expanded customer base. He expected the company's 51 per cent holding in Chester Pacific International would strengthen its overall oil trading capability.

Mr Cheung said the group expects to announce a rights issue later this year to finance its participation in a joint venture contract to take over the aviation fuel supply operations at up to 16 airports in central and southern China.

ERAMET GROUP

- The 1996 results were satisfactory in view of the declining markets
- The dividend is unchanged
- Eramet increases its shareholding in Comilog

The Board of Directors of Eramet met on April 23, 1997 under the chairmanship of Yves Rambaud to review the 1996 accounts which will be presented to the Ordinary and Extraordinary General Meeting of Shareholders on May 29, 1997.

Eramet Group (Millions of French francs)		1996	1995
Turnover*		2,599	2,180
Income before exceptional items*		140	230
Consolidated Group net income before non-recurring exceptional items		305	305
Less: FRF/share		19.90	27.80
Consolidated Group net income		305	305
Operating cash-flow before changes in working capital		651	588
Net income per share in FRF		19.90	27.80
Dividend proposed (before tax credit) in FRF per share		6.60	6.60

* excluding the 46 % participation in Comilog which is equity accounted for the year 1996.

The Eramet Group has proved in 1996 its strength in a cyclical industry. Despite a drop in demand in the Group's three branches in 1996, the consolidated turnover was nearly maintained (-2 %). In an unfavourable economic situation, the Group consolidated its commercial position, strengthened its industrial activities and pursued its development.

Consolidated Group net income was FRF 305 million, a decrease of 15% compared to that of 1995 before non-recurring exceptional items (FRF 357 million). The result per share declined by 16 % to FRF 19.90 per share, compared to 1995 (FRF 27.80 per share before non-recurring exceptional items).

Compared to the 1995 consolidated Group net income after non-recurring exceptional items (FRF 430 million, i.e. FRF 28.63 per share), the decrease is 29 %.

Consolidated Group net income for 1996 includes the 46 % share in Comilog's net income (consolidated by the equity method for the full year) of FRF 64 million, before deduction of the amortization of goodwill (FRF 129 million over 10 years) of FRF 12.9 million, i.e. a contribution of FRF 51 million after amortization of this goodwill.

The Group's consolidated operating cash-flow (before changes in working capital) reached FRF 651 million, a small decrease compared to 1995 (-5 %), of which in the nickel branch FRF 430 million (-6 %) and the high speed steel branch FRF 221 million (-3 %).

Despite the payment of the balance for the acquisition of the 46 % share in Comilog (FRF 213 million), net cash balances increased to FRF 995 million at the end of 1996 from FRF 704 million at the end of 1995.

Comilog

The activities of Comilog, excluding trading, remained relatively stable. Industrial turnover, on a comparable basis and definition was FRF 2,980 million, a decline of 4 % compared to 1995 (FRF 3,092 million). Total turnover including trading reached FRF 3,156 million. In 1995, it was FRF 3,820 million but on a non comparable basis.

Operating cash-flow (before changes in working capital) increased by 8 % to FRF 310 million compared to FRF 287 million in 1995.

The net debt level was significantly reduced to FRF 795 million at the end of 1996, from FRF 1,326 million at the end of the previous year.

The Board of Directors of Comilog will propose to the General Meeting of Shareholders to recommence with the distribution of a dividend, which has been interrupted since 1991, and to distribute in 1997, out of net income for 1996, a total dividend of FRF 50 million.

Eramet S.A. - parent company

Eramet SA's net income was FRF 181 million, against FRF 122 million in 1995.

A net dividend of FRF 6.60 per share (i.e. FRF 9.90 per share including tax credit), unchanged from 1995, will be proposed by the Board of Directors to the General Meeting of Shareholders.

Highlight of the 1st half 1997 : Eramet increases its shareholding in Comilog

In April 1997, Eramet agreed in principle with Gencor (South Africa) to acquire its 15 % interest in Comilog (Gaborone).

These shares, with coupon attached, will be acquired by Eramet, for FRF 226 million and simultaneously payable by the issue in

favour of Gencor of redeemable bonds convertible into Eramet ordinary shares for the same amount.

In the event that Gencor decides to convert all its bonds into shares, Gencor would own around 4 % of the share capital of Eramet.

These convertible bonds with zero coupon will be redeemable, if not converted, 3 years after the issue date, at the issue price plus a 3 % premium.

This bond issue will be submitted to the approval of next Extraordinary General Meeting of Eramet's Shareholders.

By increasing its shareholding in Comilog, Eramet demonstrates its confidence in the future of this company whose commercial, industrial and financial performance is already showing improvement.

This operation should allow Comilog to consolidate its position among the world leaders in the manganese market and should provide Eramet's shareholder with an increase in net income per share, on the basis of Comilog's 1996 results.

Mining rights in New Caledonia

The Board of Directors confirmed its agreement given on December 17, 1996 concerning the exchange of the Koniambo deposit owned by SLN for the Pouni deposit which belongs to SPMS, providing that this exchange is on a fair basis and is dependent upon the realisation of a second metallurgical plant in New Caledonia. Thus, the Board demonstrated again its willingness to provide a significant contribution to the development of the island and to a more balanced economy, providing this is not detrimental to the interests of SLN and of the whole Eramet Group.

The Board, however, expressed its regrets concerning the implementation of proceedings to deprive the Group of its mining rights in respect of the Koniambo deposit. The company believes and will underline to the authorities that the legal text on which the proceedings are based is not applicable to SLN which for more than a century, has operated its deposits without interruption and in accordance with current best practice.

Further, the Board observed that SLN's capital expenditure programme was progressing normally and that it would contribute substantially to the economic activity of the Territory during the coming years.

Eramet Group : outlook for 1997

Demand for nickel has recovered significantly since the 4th quarter 1996 driving the nickel price upwards from its low level of the end of 1995, amplified in French francs by the stronger US dollar.

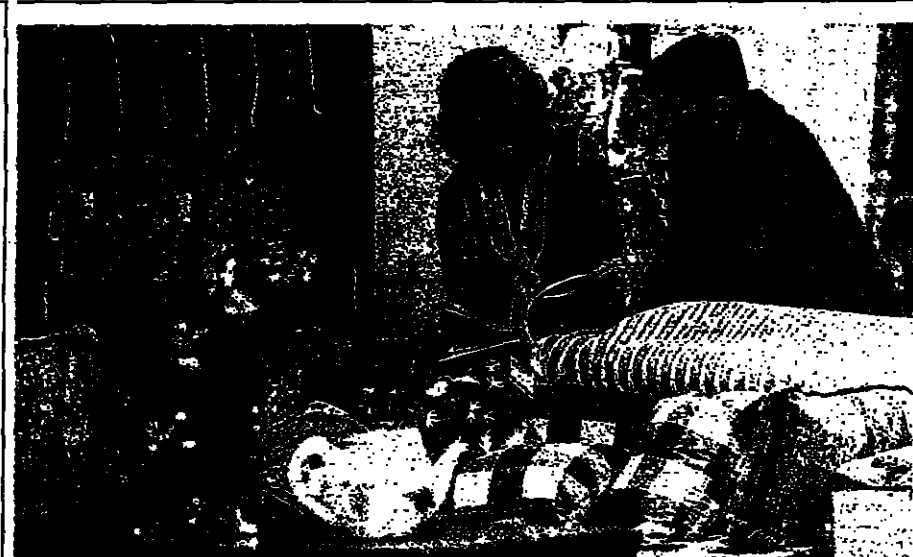
High speed steel consumption, while no longer declining, remains at a relatively low level compared to that of the 1st half of 1996. A gradual recovery is likely during this year.

The manganese market, after the noticeable drop in prices observed during the second half of 1996, is now in the process of recovering.

In total, the results for the 1st half of 1997 should reflect an improvement compared to the 2nd half of 1996 in demand in the Group's three branches and the stronger US dollar. However the nickel price in dollars and deliveries of high speed steels will be significantly lower than in the 1st half of 1996.

During the Board Meeting, the Directors representing Enp informed the Board of the intention of this majority shareholder to have as Eramet's Board of Directors.

ERAMET
NICKEL - HIGH SPEED STEELS - MANGANESE
For further information, contact: Alain Rey, Investor Relations (Eramet, Paris) 33.1.45.38.42.02
Internet: www.eramet.com



Laura Ashley will have to discount its current fashion collection at a 54m cost to profit

Laura Ashley recovery strategy under question

By Peggy Hollinger

The strategy for recovery at Laura Ashley was under question yesterday as the fashion and furnishings retailer warned this year's pre-tax profits would be at least £4m (£6.5m) below market expectations.

Ms Ann Iverson, the American born chief executive brought in almost two years ago to revitalise the company, said the group had misjudged the amount of clothing it could sell last year. As a result, it would have to discount the current fashion collection at a cost to profit of about £4m.

Her comments were made as the group revealed a 57 per cent rise in pre-tax profits to £14.4m. The company's shares plunged almost 28 per cent on the announcement, to 104p, as analysts cut their profit forecasts for this

year from a range of £21m-£24m to £17m-£18m.

Ms Iverson was adamant that the profits warning was a one-off. "This is a situation which is not going to re-occur," she said. The decision to discount the spring season range was made to clear stock for the autumn and winter. The error resulted from over-ambitious sales targets, she said, and from delays on planned store openings in North America.

However, analysts said management credibility had been damaged by what one described as a "fundamental error".

Some suggested that if the buying on garments had been strategic, it was possible the group was also mis-guided on its decision to build stocks of home furnishings. "There could be further write-downs," said one. "It will be difficult for investors

to have confidence going forward."

There was concern among some investors that the company had not indicated its problems earlier. Laura Ashley's warning came less than three months after Kleinwort Benson, the company's house brokers, issued an industry report in February in which it advised investors to buy the shares.

Ms Iverson insisted her strategy of modernising product ranges, improving distribution and supply systems, and repositioning the store portfolio was returning the right results. "We will make more money than last year," she said. "I believe my strategy is correct."

She pointed to a strong improvement in current trading from continuing operations, at least in local currency terms.

Environmentalists plan to picket Prudential meeting

By Leyla Boulton, Environment Correspondent

Friends of the Earth, the environmental pressure group, plans to picket the May 5 annual meeting of Prudential, the UK's largest life assurance company, as the next step in its campaign against the Royal Dutch/Shell oil group.

It said yesterday that it wanted Prudential to withdraw investment from Shell because its US subsidiary belongs to the Global Climate Coalition, a lobby group hostile to a proposed new international agreement to reduce greenhouse gases associated with climatic change.

On Wednesday, Friends of the Earth picketed the annual meeting of General Accident in Perth to urge the Scottish-based insurer to sell its stake in Shell.

The Pru's 3.11 per cent stake in Shell makes it the oil group's single largest institutional shareholder.

Oil companies in the US have been particularly active in opposing early "precautionary" action to fight climatic change by reducing emissions of greenhouse gases generated by fossil fuel consumption.

Prudential yesterday declined to comment on the planned protest although some of its executives play an active role in promoting

the environmental awareness of business in the UK.

Sir Peter Davis, the chief executive, is chairman of Business in the Community, a non-profit organisation whose mission includes raising the environmental and social awareness of British companies.

Mr Derek Higgs, an executive director responsible for portfolio management, is head of the environmental reporting working group of the Advisory Committee on Business and the Environment, which also seeks to raise business understanding of the environment.

British Petroleum pulled out of the coalition last year.

*Top stock. †Tax-free to non-residents on application. ‡ Auction basis. § Ex dividend. Closing bid-prices are shown in pounds per £100 nominal of stock. Respective real index-linked redemption yields are calculated by HSBC GlobalVest from Bank of England stock prices.

MANAGEMENT

The scene was a reception at the Mandarin, one of Hong Kong's smartest hotels. As they sipped their drinks, a group of Hong Kong Bank executives was approached by a client seeking a US\$250m credit facility. Andrew Dixon, international general manager, had a word with David Eldon, chief executive, then stepped into the lobby with the treasurer and telephoned John Bond in London. The chief executive at HSBC Holdings gave the nod, and Dixon returned and gave approval. The whole process took some 20 minutes.

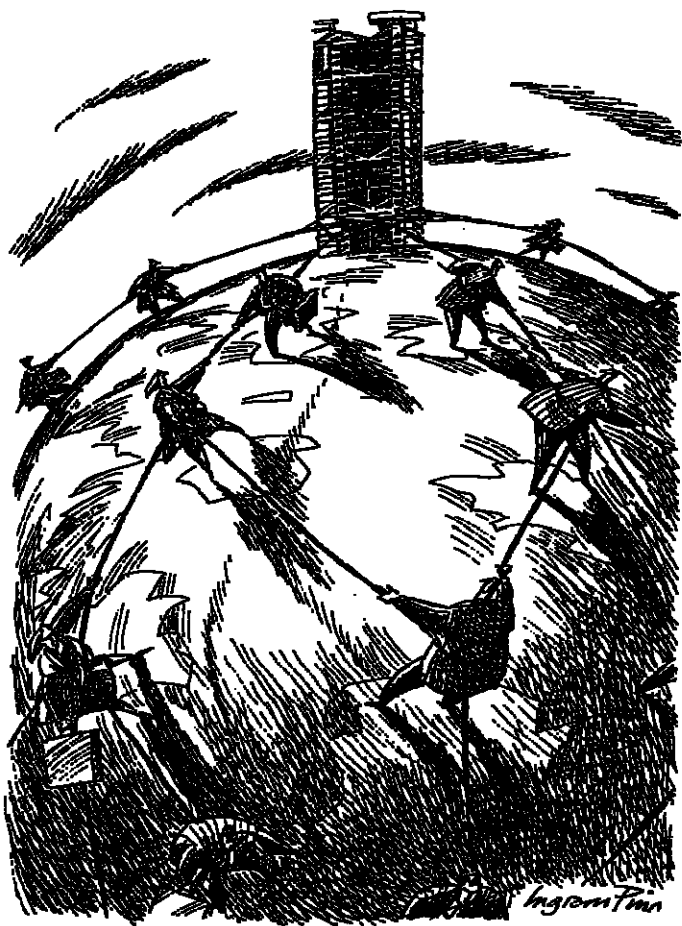
Less than hungry companies rush to his door, Dixon emphasises the case involved a well-known client. But the episode demonstrates the strong personal connections at the top of the bank and the power of its network of international officers, a mobile cadre who have trained and often lived together in overseas postings. All of the decision-makers involved, like most of the group's top executives, were international officers. Most have known each other for decades.

The international officer system has played a central part in the rise of the Hongkong Bank from a regional financier of colonial commerce to one of the most international and profitable financial institutions. Apart from providing a cadre of top managers, the system has helped spread a strong culture through the group. As the bank builds a global operation, the system, and its ability to adapt, remains vital.

"They are the glue that sticks the fabric of our federal organisation together," says Chris Langley, general manager for Hong Kong and China and himself an international officer.

Like the bank, the network of officers has been undergoing substantial evolution. The officers remain a relatively small group, some 400 out of a total of more than 30,000 at the bank and 100,000 at the group. They are still defined by their mobility. Their contracts require that they must up sticks and move on the word from above, be it to Kazakhstan or Kuala Lumpur.

But much else has changed. The image of rugby-playing Scotsmen has been left behind. Just one third of this year's recruits come from Britain, one third are women. In the field, the officers continue to provide virtually all of the bank's powerful country heads. But they are having to adjust to new management structures as Hongkong Bank responds to the increased specialisation of the sector and the challenge laid down by Citibank, its main rival, which has estab-



The ties that bind

Hongkong Bank's mobile network of officers is having to respond to changes, says John Ridding

lished a powerful international network of consumer and commercial banks.

Change, as Eldon points out, is inevitable. "We have to be flexible, and I think we are," he says. The task is to maintain the strengths of the international officer system - its strong personal connections and international expertise - while adapting to rapidly moving markets.

In the past, personal links and corporate culture were forged by the camaraderie of common experience in foreign parts. Recruits were shipped east and introduced to a regime of discipline, team work and a mess culture. "There were high jinks and a strong

esprit de corps," says Dixon. For the new recruits, the bank acted in "loco parentis". Until the mid-1980s, for instance, young international officers required the bank's permission to get married. The bank also imparted a culture of discipline and frugality. "I came out to Hong Kong a few days early to get used to the place," says one executive. "A car met me at the airport, brought me into the office and the contract was adjusted to bring the start forward."

The increasing diversity of the bank and its international expansion does not threaten the bank's culture or its connections, say more recent international officer

recruits. "There is still networking and bonding," says Allison Zanardi-Landi, assistant credit manager. "There might not be a mess any more," says James Benoit. "But in many of the countries you are still living in the same area or building, socialising and seeing each other."

Bank officials dismiss the idea of an exclusive elite. Vincent Cheng, an executive director who proves that international officer status is not a pre-requisite for high office, argues that the culture has spread across the bank. Acquisitions, he says, can be trickier in terms of instilling this identity. But a system of cross-posting executives has helped integration. Simon Penney, chief financial officer who came from Midland Bank, says it was relatively easy to adapt. "Once a period of familiarisation has been gone through then a clear meritocracy applies." In the opposite direction, international officers have frequently been dispatched to acquisitions - "not to create a series of clones," says one executive, "but to ease the process".

Now that the group has built its global network, the main challenge is to improve efficiency - a task which raises questions about the role of the officer. "It is not that the system is too chummy or an anachronism, though some rivals might argue that," says one Hong Kong banking analyst. "But they have been a bit slow in responding to some of the changes in the industry."

Regional deregulation, the rise of the Asian market for personal banking and the increased specialisation of the industry have all contributed to a re-think of tactics. So, too, has the success of Citibank in creating a network based on standardised products and divisional structures. As a result, Hongkong Bank is shifting towards a series of functional business groups.

"Whereas we used to do everything through a geographical spread, we selected what we consider to be the major business drivers - personal banking, cards, etc - and set up regional heads," says Dixon. The aim is to provide country managers with additional expertise and resources.

Senior executives insist the shift will not undercut the country heads. "There has got to be a focal point in each country," says Eldon. In management terms, bank executives talk of "functional overlays" or the meshing of geographical and functional activities into a matrix system. It is a long way from the jargon of the mess. But it is set to reinforce, not unravel, the network that was forged there.

Career-fit worker seeks insecure post

Staff increasingly rate development opportunities above having a job for life, writes Diane Summers

Some companies provide a gym to help the workforce keep in physical shape - International Business Machines goes one better with career fitness centres. Confidential counsellors help in assessing employees' skills, drawing up action plans to improve job prospects, and encouraging individuals to take charge of their own careers.

The fitness centres are one of the ways in which IBM acknowledges the profound change in recent years in the contract between employer and employee. As in most organisations, the paternalistic relationship has disappeared and assurances of help to improve employability have replaced pledges of employment for life.

Just how profound the changes in the contract have been, and how companies - some successfully, others less so - have dealt with consequent conflicts, is highlighted in a report from the Conference Board, the business research organisation.

The report's findings are drawn from the experiences of 92 organisations, two-thirds US-based, the remainder based mainly in Europe. Those surveyed included IBM, Amoco, Fiat, Deere, LVMH and Philips International.

Overall, 67 per cent of the companies said they once had, but no longer have, a contractual or tacit understanding with employees that promised a secure job in exchange for loyal and dedicated service. A further 27 per cent said such an agreement had never existed in their companies, leaving just 6 per cent where the paternalistic relationship remains more or less intact.

For most of the companies, change started in the early 1990s, often as a delayed reaction to restructuring begun the previous decade. The study finds both management and employees often "seem to go through a period of denial

before irreversible trends are acknowledged".

In the early and mid-1980s, downsizing was typically viewed as a one-time fix. Managers often thought it unnecessary to discuss job cuts with employees because reducing the size of the workforce was not seen as a long-term business strategy, and thus not a threat to traditional ways of doing business. Employees, too, often continued to believe that, as the fortunes of their company improved, life would get back to normal.

Denials like these have led to conflict in many organisations and a trust gap. Nearly two-thirds of the Conference Board companies surveyed say management's "lack of credibility has been an obstacle in relationships with the workforce."

Low morale is also pervasive, though few companies mention low productivity as a problem. The trust gap is of concern to managers because, as the study indicates, employee qualities they continue to rate most highly are commitment, trust and accountability.

As for the expectations of employees themselves, internal surveys, coupled with feedback by managers, would indicate

that for the career-fit employee security is not necessarily top of the wish list. Interesting work, good communication and opportunities for development rank more highly, although European employees rated secure employment ahead of open communication.

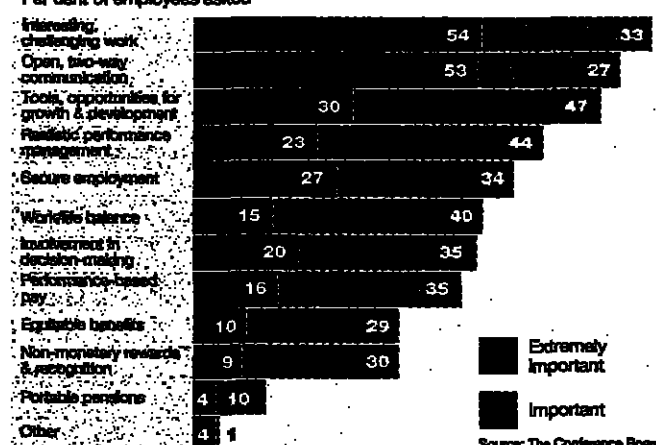
The Conference Board attributes the differences between US and European companies at least in part to later downsizing and protective labour legislation in many European countries. For both groups of companies, benefits, perks and portable pensions come bottom of the list.

Transforming a company's parental relationship with its employees does not occur without pain and may not be problem-free, the study concludes. However, "most businesses have found that the old contract can no longer be sustained. What companies say they want is a partnership with their employees, one in which each party makes a commitment and shares responsibility for business success."

"Implementing the New Employment Compact, HR Executive Review, the Conference Board, \$15 to members, \$80 to non-members. Europe tel: 00 322 675 5405. US tel: 001 212 759 0900.

What employees expect from companies

Per cent of employees asked



BUSINESSES FOR SALE

CALL FOR EXPRESSIONS OF INTEREST IN PURCHASING THE ASSETS OF "PORTO CARRAS-TOURIST, AGRICULTURAL & EXPORT SA" OF ATHENS GREECE

ETHNIKI KEPHALOU S.A., Administration of Assets and Liabilities, of 9a Chrysoskeftou Str., Athens 11500, Greece, in its capacity as Liquidator of "PORTO CARRAS-TOURIST, AGRICULTURAL & EXPORT SA", a company with its registered office in Thessaloniki, Greece, (the "Company"), presently under special liquidation, as an on-going concern according to the provisions of Article 46 of Law 1892/1990, by virtue of Decision 915/1997 of the Thessaloniki Court of Appeal invites interested parties to submit within twenty (20) days from the publication of this call, non-binding written expressions of interest in purchasing the assets mentioned below, offered as a single entity.

BRIEF INFORMATION
The Company was established in 1963 and is still in operation. On March 17th 1997 the Company was placed under special liquidation, as an on-going concern in accordance with article 46a of Law 1892/90, as supplemented by art. 14 of L.2000/91. The objectives of the Company include tourist and hotel operations and in particular the establishment and running of tourist and hotel units, of tourist resorts as well as of ships employed for tourist purposes. Furthermore, the Company's objectives include the establishment and operation of farms, of agro-industries, of all types of agricultural and livestock businesses, the expansion of Greek products, the operation of export businesses in general, as well as any other type of activity related to the above.

ASSETS OFFERED FOR SALE
The assets for sale include the following, briefly described, tourist and industrial tourism centres situated at Porto Carras, New Messenia, Chalkidiki, at a distance of about 125 km from Thessaloniki, by the sea and over a total area of 17,945.5 acres, (4 streams = 1 acre) as per title deeds.

1. SITHONIA BEACH, An A-class hotel with 106 beds in 433 rooms and 20 suites. The hotel also includes 3 restaurants, 3 bars and 2 round shops. The hotel is under lease to Casino Porto Carras S.A. from 1994 to 2006, which runs a casino, established within the hotel building.
2. MELITON, A luxury hotel with 827 beds in 428 rooms and 18 suites. The hotel also includes 4 restaurants, 3 bars and 10 round shops.
3. VILLAGE INN, A B-class hotel with 179 beds in 75 studios, 7 suites and 7 bungalows. The hotel also includes 1 restaurant, 2 bars, 3 bars and 28 round shops. The hotel has been placed on a time-share basis and many time sharing contracts have been concluded from 1991 to 2040. Both MELITON and VILLAGE INN are under the management of GRECOTEL SA and will remain so until the assets are sold.
4. MARINA, A modern ship for cruise up to 45 metres in length with 166 berths, outlets for fresh water and electricity and buildings that are being used as a yacht club.
5. 18-hole golf course over an area of 640 acres, 9 tennis courts and a horse riding club.
6. GALANI luxury hotel over an area of 2,400 sq.m. with a greenhouse (252 sq.m.) and a chapel.
7. Other auxiliary assets.
8. The right to utilize the MARINA installations, described above, according to a special permit is granted by public authorities (ARLPA of L.669/1968)
9. Industrial complex which includes buildings and machinery
10. Complete winery in covered area of about 5,300 sq.m.
11. Oil press - refinery in covered area of about 2,350 sq.m.
12. Bakery about 1,220 sq.m.
13. Other auxiliary installations such as biological sewage treatment plant, workshop, garage, Public Power Corporation sub-station and pump rooms.

C. OTHER ASSETS
Also for sale are the Company's means, means of transport, ready and semi-finished winery products, claims and any other items belonging to the Company.

SALE PROCEDURE
The Company's assets will be sold by way of Public Auction in accordance with the provisions of Article 46a of Law 1892/1990, (as supplemented by art. 14 of L.2000/91) and subsequently amended) and the terms set out in the call for tenders for the sale of the above assets, to be published in the Greek and foreign press on the dates provided for law.

SUBMISSION OF EXPRESSIONS OF INTEREST - OFFERING MEMORANDUM
For the submission of Expressions of Interest and in order to obtain a copy of the Offering Memorandum, please contact the Liquidator "ETHNIKI KEPHALOU SA" Administration of Assets and Liabilities "9a Chrysoskeftou Str., Athens 11500, Greece. Tel: +30-1-3231434, fax: +30-1-3217905 (attention: Mrs Maria Fragmatou) or the Liquidator representative Mr George Dimas, 9 Protopala St, Thessaloniki Tel: +3051-266628 and +3051-271101 and +3051-71224.

APPOINTMENTS

CREDIT ANALYST

Employed as a Credit Analyst within the leading international financial services company you will be responsible for the preparation of analytical reports on the credit standing of Russian and East European companies, which will form the basis of decisions by the business units and clients, respectively, to underwrite or purchase. In addition to having ACA qualified, the incumbent must have a thorough understanding of Russian and CIS accounting principles, capital markets, business practices and culture within Eastern European and, in addition to English, must be fluent in Russian and other Slavic languages. Salary circa £36,000. Applicants, aged 30-35, educated to degree standard and ACA qualified, with minimum 3 years' relevant experience, should write, enclosing full curriculum vitae, to: Box A5402, Financial Times, One Southwark Bridge, London, SE1 9HL.



Oxbridge Information Systems Limited (in administrative receivership)

The Joint Administrative Receivers offer for sale the business and assets of Oxbridge Information Systems Limited based in Banbury, Oxfordshire. The company retails and provides contract maintenance for its own range of production monitoring and process control systems, used mainly in the plastics industry.

Principal features include:

- Established product range marketed under the Mirror, Myriad, Reflex, View and Maintrack names
- Maintenance and software support contracts generating an annual income of c£2 million
- Order prospects of c£5 million for control systems.

For further information please contact:

Paul Jeffery, KPMG, Norfolk Boulevard, Central Milton Keynes MK9 2HA, Tel: 01908 844885, Fax: 01908 844803, E-Mail paul.jeffery@kpmg.co.uk

KPMG Corporate Recovery

KPMG is authorised by the Institute of Chartered Accountants in England and Wales to carry on Investment Business.



Cliffe Construction Limited Cliffe Plant Limited (in administrative receivership)

The Joint Administrative Receivers offer for sale the businesses and assets of Cliffe Construction and Cliffe Plant.

Principal features include:

- Combined turnover of circa £10.6 million
- Contract work in progress
- Future order book of £1 million
- Extensive tender list
- Strong local reputation
- Substantial construction plant and equipment.

For further information contact:

The Joint Administrative Receiver, Tony Thompson, KPMG, 20 Farringdon Street, London EC4A 4PP, Tel: 0171 311 3860, Fax: 0171 311 3607.

KPMG Corporate Recovery

KPMG is authorised by the Institute of Chartered Accountants in England and Wales to carry on Investment Business.

B.H.P. MACHINE TOOL COMPANY LTD

The Joint Administrators, Richard Rendle and Peter Souster, offer for sale as a going concern the business and assets of this Midlands based manufacturer and designer of coil line technology and specialist processing lines.

Principal features of the business include:

- Blue chip customer base
- Significant work in progress and order book
- Sole UK agent for world leader in press technology
- Full CAD and design capability
- Skilled and experienced workforce
- Modern premises and equipment

For further information, please contact Guy Mander or Ian Rose of Baker Tilly, Scottish Life House, 154 Great Street, Birmingham B3 3HN. Tel: 0121 233 2323 Fax: 0121 236 8782.



Baker Tilly is registered to carry on audit work and authorised to carry on investment business by the Institute of Chartered Accountants in England and Wales

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Write to Box B5178, Financial Times, One Southwark Bridge, London SE1 9HL.

CONTRACTS & TENDERS

INVITATION FOR EXPRESSIONS OF INTEREST MONKTONHALL COLLIERY

On the 23rd April 1997 Monktonhall Colliery Limited went into liquidation. The mine has been operated under a Section 36(2) licence issued by British Coal Corporation in 1992 with a subsequent small extension area under Part II of the Coal Industry Act 1994, issued by the Coal Authority in 1995.

The Authority hereby advertises for expressions of interest in the mine. During the advertising period the Authority have put the mine under a care and maintenance regime. Firm expressions of interest from prospective operators must be received within 7 days (i.e. by 1st May 1997). This date will not be extended, nor will any further advertisement appear. Any expression of interest will need to identify the nature of the proposal, company structure, together with the availability of expertise and financial resources.

Expressions of interest must be delivered to:-

Licensing Department
The Coal Authority
Bretby Business Park
Ashby Road
Burton-on-Trent
Staffs DE15 9QD
Fax No: 01283 553250

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PUBLIC NOTICES

NOTICE OF MEETING

Notice of meeting of Marine and General Mutual Life Assurance Society

Notice is hereby given to the Members that the 145th Annual General Meeting of the Society will be held at MCM House, Heerne Road, Worthing, West Sussex on Wednesday 28 May 1997 at 12.30 p.m. for the following purposes:

1. To receive the Directors' Report and Financial Statements for the year ended 31 December 1996.
2. To consider the election of directors.
3. To reappoint KPMG Audit Pte as auditors of the Society and to authorise the directors to fix their remuneration.
4. To transact any other business.

By Order of the Board
D.E. Pain, Secretary
25 March 1997

Each member may attend and vote in person or by proxy at meetings of the Society. A proxy need not be a member of the Society.

The Financial Times plans to publish a Survey on

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Friday 30th May

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FT Surveys

COMMODITIES AND AGRICULTURE

Ofgas finds evidence of manipulation

By Robert Corzine

Ofgas, the UK gas industry regulator, has found evidence of short-term price manipulation in the UK's evolving spot market for natural gas.

A report into the spot market that has developed alongside the liberalisation of the UK's gas industry found evidence that the behaviour of individual companies

could affect short-term gas prices. However, Ofgas found no evidence of long-term price manipulation.

"Due to the lack of depth and the small number of very active participants, individual companies can affect the price in the short term," Ofgas said. Although it said longer-term price manipulation was a "possibility", it has found no evidence to suggest that this is occurring among the 35 or so com-

panies active in the market. The emerging gas market in the UK is mainly based on informal, over-the-counter trading, although a futures contract on London's International Petroleum Exchange accounts for about 10-15 per cent of daily volumes. Ofgas found that about 10 per cent of total gas delivered to customers in the country is sourced from the spot market. This amounts to about 7m therms a day.

The study concluded that "some form of collusive action would probably be necessary" for any long-term manipulation of the market. It said that although North Sea gas producers and Centrica, the demerged gas supply arm of British Gas which controls 70 per cent of the country's gas, "may have an interest in higher gas prices in the long term", they may well have differing short-term

interests, making collusive price manipulation less likely. The study confirmed that Centrica - which owns the Morcambe gas field, the country's largest - can have a big impact on the market. Its decision last year to reduce output at the field may have been a contributing factor to a later price rise. But it added that "most people we talked to" regarded the move as a legitimate commercial action.

EU tax news boosts wheat

MARKETS REPORT

By Laurie Morse in Chicago and Gary Mead in London

Wheat futures prices on the Chicago Board of Trade had rebounded by midday yesterday, nearly erasing substantial morning losses, on news that the European Union had reinstated a tax on European wheat exports.

The tax was interpreted by US traders as a sign that Europe was again concerned that global demand for milling-quality wheat might outstrip supply, and would drive up domestic bread prices.

Wheat prices for July delivery in Chicago and Kansas City had lost as much as 25 cents a bushel in Wednesday's and yesterday's sessions, as traders retreated from a sharp rally that followed a killing frost in wheat-growing regions of Oklahoma, Kansas, and Texas on April 12.

"There isn't any reliable way to estimate the damage" from that frost, said Mr Warren King, wheat analyst for Chicago-based Cargill Investors Services.

Traders said the EU wheat tax was the first supportive piece of news for the market since the frost spurred prices higher last week.

Crude oil prices were generally firm after a late rally on Wednesday night. The

bellwether Brent Blend for June delivery was quoted at about \$18.17 a barrel in late trading in London, 10 cents up on its close on Wednesday and well above the psychologically important \$18 level.

Copper provided all the interest again yesterday on the London Metal Exchange, as the three-month contract approached but then dipped away from the psychologically important \$2,400 mark, peaking the day at \$2,399 in the morning.

The afternoon "kerf" trading closed at \$2,368, up \$1 from the previous close. The backwardation of cash over the three-month contract - what will be the premium of the spot delivery price - broke through to \$202, having reached a high of \$210 in the morning session. The metals market's continued focus on copper was slightly spurred by the daily stock levels report from the LME, stating a 3,350 tonne drop.

Among soft commodities, the July contract for cocoa on the London International Financial Futures Exchange closed the day at \$12 at \$1,038 a tonne, amid what dealers described as dull trading.

The Life-traded July contract for robusta coffee ended the day \$7 higher at \$1,662 a tonne, having reached an intra-day peak of \$1,670.

New lease of life for Nonoc

The crumbling hulk of an island nickel mine, built in 1974 and disused for 11 years, in the southern Philippines would strike many as a curious investment. But it is set to transform the region's economic potential.

With its own deep water port, airstrip, power and gas plants, oil storage facilities, water supply and community housing, the Nonoc island nickel mine and refinery has attracted the attentions of Kvaerner, the Norwegian engineering group and Philnico Industrial and Mining Corporation, a wholly-owned subsidiary of Arboyne, the listed Australian mining group - soon to be renamed Pacific Nickel.

Kvaerner is taking a 10 per cent stake in the venture. This week work starts on what will be an 18-month investment programme of about \$50m, with the total expected to be some \$80m. The mine's previous incarnation was unproductive and brief. Twelve years after its construction, the mine had become another industrial victim of the Marcos era. Crippled by high fuel costs, a slide in world nickel prices, restricted access to foreign exchange and a lack of working capital, it collapsed in 1986 and has been crumbling ever since.

Under the latest attempt to resuscitate the mine by the Kvaerner-Arboyne alliance, terms have been agreed with the government's Asset Privatisation Trust, which is expected to



Kvaerner's Erik Tonseth (left) and Steve Kessler of Philnico

turn the site over to the companies within the next few weeks. Pacific Nickel Holdings, another Arboyne subsidiary, will own 40 per cent of the mining rights, the foreign ownership limit.

Kvaerner will stick around, says Mr Erik Tonseth, chairman. "We could have done all the contracting and just left, but with the equity stake and opportunities for performance-related bonuses, we see this as a business opportunity."

Although there are no foreign companies mining nickel there at present, the Philippines sits on the world's fourth-largest resources of the metal after Cuba, New Caledonia and Indonesia. Last year, after demand fell 3.5 per cent, world nickel prices ended at \$31.1/lb, the lowest for more than two years.

For 1997 and 1998, Macquarie Equities, the Australian broker, is forecasting a

rebound of 10.2 and 30.7 per cent rise respectively to \$49.0/lb. With renewed global interest in the nickel industry - a product of a strong world economy and high demand for stainless steel - the race is now on to put as much nickel production

onstream as possible before 1999, when production begins at the giant Volsey's Bay in Canada.

As part of the race, foreign interest in the Philippines' nickel industry is redoubled, says Mr Steve Kessler, president of Philnico.

"With its geological position, the Philippines has long been identified for its mining potential," he says. "The biggest change now is the political and fiscal climate. When you travel to the southern cities of Cebu and Davao, the place is crawling with geologists and mining executives."

In January, persuaded of the wider industrial and

employment opportunities a revived nickel mine would bring to the region, the government declared 150 hectares of Nonoc a special economic zone. Much of the plant looks in poor condition but this is only superficial, says Mr Kessler.

Governed by the old Mineral Production Sharing Agreement, Nonoc comes with a mining area of 25,000 ha, containing 62m tonnes of nickel reserves, enough for 30 years. The agreement stands for 25 years and can be renegotiated for a further 25 years on its expiry.

Foreign mining is an emotive issue in the Philippines. Strong passions were aroused last year when Marco, a local mining group then 40 per cent owned by Placer Dome of Canada, leaked several million cubic metres of tailings into the river on Boac Island.

Applications from foreign mining companies for exploration licences have since been frozen and the government has enacted a new mining law which imposes stiffer fines on companies spilling waste. Nonoc, however, because it has already operated and is not a greenfield operation, does not fall under these regulations.

With the investor-friendly administration of President Fidel Ramos, a healthy economy and a solid world nickel industry, prospects for Nonoc look better this time. What a difference a president makes.

Justin Marozzi

COMMODITIES NEWS DIGEST

Eramet in move to settle dispute

Mr Yves Rambaud, head of Eramet, the French mining group, has offered to meet his counterparts at Falconbridge and Societe Miniere du Sud Pacifique (SMSP) to try to resolve the dispute over one of its nickel concessions in New Caledonia.

The dispute relates to the French government's efforts to placate local separatists in the French Pacific territory, who control SMSP, by giving them one of the nickel concessions held by Eramet. The offer, which includes development of the concession by Falconbridge, is being resisted by Eramet. Paris is revoking the company's concession, but has promised to compensate other Eramet shareholders. Earlier this week it moved to end the impasse with the mining company's management by claiming a majority on the board to reflect its 55 per cent stake.

David Owen, Paris

Tobacco softer in Harare

Virginia tobacco prices opened the new sales season on the Harare auction floors modestly softer than last year. While trading figures for the first few days, and even weeks, of sales are seldom a reliable guide to the season's outcome, the 10 per cent decline in prices from last year's opening is broadly in line with expectations as well as with the market performance in Brazil.

When sales opened on Tuesday, the Zimbabwe Tobacco Association estimated the daily average price at 208 US cents a kilogram, almost 14 per cent lower than the 1996 opening price, but these figures are only an estimate, because the controversial new Boka auction floor had not submitted its prices. Mr Roger Boka, whose "Indigenous" auction floor has attracted much publicity this week, is predicting far higher prices than others in the business. In 1996, prices opened at more than 240 US cents a kilogram then rose rapidly during the first month of sales to an average of 285 cents.

Caroline James, Kingston

Jamaica lifts bauxite output

Jamaica's bauxite production reached 2.98m tonnes in the first quarter of this year, 1.7 per cent more than a year earlier, according to the island's Bauxite Institute. Alumina production was up 2.4 per cent to 816,991 tonnes. The improvement was due mainly to a correction of technical problems which had troubled Alumina Partners, the island's largest refinery, early last year. The island is the world's third largest bauxite producer after Australia and Guinea, according to the institute. Bauxite ore production this year is forecast by the institute at 12m tonnes, following last year's 11.7m tonnes.

Caroline James

Alcanbrasil to expand

Canada's Alcan Aluminium plans to spend US\$350m to expand and modernise its Brazilian operations. The investment is designed to meet strong demand in South America for aluminium beverage cans. Capacity at Alcanbrasil's Pindamonhangaba sheet-rolling mill will rise from 100,000 tonnes to 250,000 tonnes a year over the next three years. The expansion involves installation of a tandem finishing mill for the existing hot mill, followed by a second cold-rolling mill.

Bernard Simon, Toronto

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE

(Prices from Antiquated Metal Trading)

ALUMINIUM (99.7 PURITY) (\$ per tonne)

	Sett.	Day's	High	Low	Open
Close	1597-60	1598-90			
Previous	1570-71	1603-5-04-0			
High/Low	1617/1592				
AM Official	1574-75	1607-07-5			
Kerb close		1594-95			
Open Int.	277-756				
Total daily turnover	75,398				

ALUMINIUM ALLOY (\$ per tonne)

	Sett.	Day's	High	Low	Open
Close	1480-88	1489-90			
Previous	1483-88	1490-92			
High/Low	1500/1488				
AM Official	1470-75	1495-50			
Kerb close		1485-88			
Open Int.	5,892				
Total daily turnover	1,889				

LEAD (\$ per tonne)

	Sett.	Day's	High	Low	Open
Close	636-7	635-5-6			
Previous	635-36	641-42			
High/Low	637/635				
AM Official	630-1	635-7			
Kerb close		635-7			
Open Int.	35,971				
Total daily turnover	4,874				

NICKEL (\$ per tonne)

	Sett.	Day's	High	Low	Open
Close	7345-56	7480-70			
Previous	7345-56	7480-70			
High/Low	7540/7430				
AM Official	7415-20	7529-31			
Kerb close		7428-35			
Open Int.	48,835				
Total daily turnover	13,838				

ZINC, special high grade (\$ per tonne)

	Sett.	Day's	High	Low	Open
Close	5685-85	5730-35			
Previous	5780-90	5810-15			
High/Low	5820/5700				
AM Official	5712-15	5825-30			
Kerb close		5715-20			
Open Int.	18,768				
Total daily turnover	2,815				

COPPER, grade A (\$ per tonne)

	Sett.	Day's	High	Low	Open
Close	1255-56	1277-78			
Previous	1257-58	1280-81			
High/Low	1289/1259				
AM Official	1263-63	1285-85			
Kerb close		1271-72			
Open Int.	89,262				
Total daily turnover	26,518				

COPPER, grade A (\$ per tonne)

	Sett.	Day's	High	Low	Open
Close	2573-75	2571-73			
Previous	2560-65	2568-68			
High/Low	2585/2560				
AM Official	2568-68	2568-68			
Kerb close		2567-68			
Open Int.	137,837				
Total daily turnover	72,425				

LME AM Official 5/8 rate 1.6223

LME Closing 5/8 rate 1.6227

Set 1 1223 1/2 rate 1.6225 3/4 rate 1.6212 1/2 rate 1.6199

HIGH GRADE COPPER (COMEX)

	Sett.	Day's	High	Low	Open
Apr	112.35	+0.35	114.30	112.30	112.30
May	110.55	+0.35	112.30	110.50	110.50
Jun	108.50	+0.35	110.30	108.50	108.50
Jul	106.50	+0.35	108.30	106.50	106.50
Aug	104.50	+0.35	106.30	104.50	104.50
Sep	102.50	+0.35	104.30	102.50	102.50
Oct	100.50	+0.35	102.30	100.50	100.50
Nov	98.50	+0.35	100.30	98.50	98.50
Dec	96.50	+0.35	98.30	96.50	96.50
Total	14,388	96,487			

PRECIOUS METALS

Gold (Troy oz) \$ price \$ equiv SFR equiv

Close 340.40-40.70 112.50 112.50 112.50

Opening 340.40-40.70 112.50 112.50 112.50

Morning fix 341.15 210.76 500.98

Afternoon fix 340.50 209.82 499.08

Day's High 341.85-341.95

Day's Low 340.00-341.00

Previous close 340.80-341.80

Local LME Gold London Fixing (vs US\$)

1 month 4.82 12 months 4.82

3 months 4.82

Silver Fix 200.80 477.25

Spot 200.80 477.25

3 months 200.80 477.25

1 year 200.80 477.25

Gold Coins \$ price \$ equiv

Kruggerand 342-344 210-212

Maple Leaf 342-344 210-212

New Sovereign 80-85 49-51

Precious Metals continued

GOLD COMEX (100 Troy oz; \$/troy oz)

	Sett.	Day's	High	Low	Open
Apr	340.5	+0.5	341.5	340.5	340.5
May	341.5	+0.5	342.5	341.5	341.5
Jun	342.5	+0.5	343.5	342.5	342.5
Jul	343.5	+0.5	344.5	343.5	343.5
Aug	344.5	+0.5	345.5	344.5	344.5
Sep	345.5	+0.5	346.5	345.5	345.5
Oct	346.5	+0.5	347.5	346.5	346.5
Nov	347.5	+0.5	348.5	347.5	347.5
Dec	348.5	+0.5	349.5	348.5	348.5
Total	10,988	103,218			

PLATINUM NYMEX (50 Troy oz; \$/troy oz)

	Sett.	Day's	High	Low	Open
Apr	378.5	+1.4	379.5	378.5	378.5
May	379.5	+1.4	380.5	379.5	379.5
Jun	380.5	+1.4	381.5	380.5	380.5
Jul	381.5	+1.4	382.5	381.5	381.5
Aug	382.5	+1.4	383.5	382.5	382.5
Sep	383.5	+1.4	384.5	383.5	383.5
Oct	384.5	+1.4	385.5	384.5	384.5
Nov	385.5	+1.4	386.5	385.5	385.5
Dec	386.5	+1.4	387.5	386.5	386.5
Total	2,133	18,081			

PALLADIUM NYMEX (100 Troy oz; \$/troy oz)

	Sett.	Day's	High	Low	Open
Apr	155.45	+0.45	155.90	155.45	155

Corporate Ratings Analyst

Russian Market

London

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MC Securities is an international investment bank focusing upon Central Europe and Russia, with investment banking teams based in Prague, Moscow, Warsaw and London. It is part of the MC-BBL Group, with access to the capital resources of BBL, one of Europe's largest commercial banks. MC has rapidly established a reputation as one of the leading firms active in the region, providing a comprehensive range of investment banking and capital markets services.

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The Candidate

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- Understanding of markets
- Eastern European experience desirable
- Good communication and presentation skills with the ability to build relationships both internally and externally.

ANALYST - POLAND

The Role

- Working with existing analysts based in Poland
- Develop joint coverage of the equity market
- Provide assistance and guidance to sector specialists based in Poland
- London or Warsaw-based

The Candidate

- Solid understanding of Poland
- Excellent analytical and writing skills, probably gained in an investment bank
- Fluent in Polish

ANALYST - REGIONAL TELECOMS

The Role

- Develop a regional telecoms research capability, liaising with existing analysts in Moscow and Prague
- Primary responsibility for Poland and Hungary

The Candidate

- Industry/telecoms consulting experience
- Excellent analytical and organisational skills
- Regional experience desirable
- Ability to work as a member of a team

RESEARCH EDITOR

The Role

- Format reports for publication
- Liaise with external suppliers
- Sub-edit reports for publication

The Candidate

- Good DTTP skills
- Ability to write clearly in English
- Eastern European language skills advantageous, but not a requirement

Interested candidates should apply in writing, enclosing their full CV to Karen Austin, MC Securities Limited, Commercial Union Tower, One Undercroft, London EC3A 5LH by no later than 16 May 1997. All applications will be treated in strictest confidence.

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The Candidate

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- a solid credit background gained within a leading financial institution or a large international rating agency;
- first rate analytical skills plus the ability to present rating conclusions in a clear and concise manner, both in writing and verbally, to the rating committee;
- the personality to work both independently and in a small, dynamic, team-driven environment.

There will be regular contact with banks and some travel will be expected. A fluency in one or more foreign languages would be advantageous but is not a pre-requisite. Candidates would ideally have experience of Emerging Markets in the Middle East, South East Asia or Central & Eastern Europe.

In first instance please send your CV (noting your present salary level in complete confidence) to: Willem Duik de Wit at Emerging Markets Search & Selection Ltd, 12 Marston Avenue, London EC2V 5BT UK. Telephone: +44 (0) 1709 470171 Fax: +44 (0) 1709 471717 or Email: willem@emss.co.uk

Credit & Risk Director

Benchlux

Excellent Package

GE Capital Fleet Services, part of General Electric Capital, is the leading corporate fleet management company in the world with more than 850,000 cars, trucks and specialty vehicles under lease and service management. The European Headquarters is based in Brussels and serves customers with fleets of all sizes throughout Europe.

GE Capital Fleet Services has ambitious growth targets. To ensure that this growth has a firm foundation, we are now looking to recruit a Credit & Risk Director for the Benchlux region, who will report to the European Director of Credit & Risk and to the General Managers of Belgium (Avia Fleet Services) and The Netherlands.

Your main responsibilities will be:

- to provide the strategic vision for Risk Management in the Benchlux;
- to create and administer credit and risk policies, procedures and philosophies;
- together with the sales team, conducting client visits as appropriate and providing timely decisions on all proposed transactions;
- underwrite individual deals for the Benchlux region which fall within prescribed authority levels or make recommendations to the European Director;
- to carry out annual reviews, implementing relevant actions;
- to maintain portfolio quality and management of other areas of 'operational risk'.

- coaching and training of team members;
- to lead and support business expansion into other market segments;
- to lead the credit and risk part of in-country due diligences, acquisitions and new products.

The successful candidate will be a graduate with a minimum of five to seven years' credit and risk management experience within the Benchlux financial services market and a proven track record in leading a credit team and in having held a sizeable underwriting authority. You should also be able to demonstrate excellent career progression within a complex and continuously changing environment. For this high profile role, together with leadership and entrepreneurial qualities. Good written and spoken French, Dutch and English are essential; other European languages are a plus. Career development opportunities are excellent.

If you are interested in this position, please contact Elisabeth M.M. Huigen on +31 (0) 20 6444 655, or alternatively send or E-mail your curriculum vitae to the following address:

Robert Walters Associates, 'Riviermaars'

Amsteldijk 166, 1079 LH Amsterdam, The Netherlands

Fax +31 (0) 206429 005

E-mail: elisabeth.huigen@rwalters.nl

GE is an equal opportunity employer.

*Not connected with the English language.



USA

GE Capital
Fleet Services

Investment Manager

MANAGEMENT BUY-OUTS

Charterhouse Development Capital

To support continuing growth, Charterhouse Development Capital seeks exceptional people.

- THE TASK** is to become actively involved in all aspects of the investment process from initial identification and evaluation of investment opportunities to negotiation, deal closing, performance monitoring and exit.
- THE NEED** is for an outstanding individual with commercial acumen. A first class academic record, accountancy qualification and/or MBA will be important. However, demonstrable ability, communication skills, personality, numeracy, computer skills, initiative, opportunism and a sense of priority and urgency are also relevant. A background in strategic consultancy, structured finance or making acquisitions within a corporate would be advantageous. Spanish or Northern European languages helpful.
- COMPENSATION** will depend on ability and experience. Base London. Age 25-28.

Write in confidence enclosing a Curriculum Vitae and remuneration package, quoting reference T8313 to:

TK

SELECTION

8 Hallam Street, London, W1N 6DJ Fax: 0171 631 5317
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Compliance Officer

City

£ Excellent Package

Our client is an international investment bank with an excellent reputation and presence in Eastern Europe. Its strength lies mainly within the equity capital markets and corporate finance advisory business and a combination of its entrepreneurial nature and financial strength has enabled it to become a key player in its field. Our client is now seeking a talented, flexible and proactive individual as its Compliance Officer.

Reporting to the Chief Executive Officer, the successful candidate will be responsible for maintaining strong relationships with the regulatory authorities, developing and implementing systems and procedures and providing expert advice and guidance in a dynamic environment. This appointment is key to the continuing success of the company and requires a positive 'hands-on' approach to the business.

Candidates must have a proven track record in compliance with a detailed knowledge of SFA regulations and, ideally, some familiarity with emerging markets. Strong communication and relationship building skills, a confident and assertive manner and the ability to think laterally are imperative.

This is an outstanding opportunity for a forward thinking individual keen to develop expertise in cross border and emerging market compliance and attracted by the ambitious expansion plans of this evolving organisation.

Interested applicants should contact Sue Lintern at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH, quoting reference 345323. Alternatively, telephone her on 0171 269 2308 for an initial discussion.



Michael Page City

International Recruitment Consultants
London Paris Frankfurt Hong Kong Singapore Sydney

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COURTIERS EMPRUNTS D'ETAT - OPTIONS/REPOS/OBLIGATIONS

CANTOR FITZGERALD, premier courtier mondial des Emprunts d'Etat US et G7, offre pour des courtiers expérimentés et motivés de très bonnes possibilités de carrière. Dans le cadre de sa stratégie pour établir une présence significative en Europe, CANTOR FITZGERALD cherche à renforcer sa pénétration sur le marché des Emprunts d'Etat français et produits du marché monétaire.

Les candidats que nous recruterons contribueront au développement des activités de CANTOR FITZGERALD pour notre bureau à Paris sur les Obligations (OAT, BIAN), Options, Repo et Swaps.

Les courtiers que nous recherchons parlent anglais couramment, et ont une expérience réussie d'au moins deux ans dans l'intermédiation de ces produits.

Nous offrons un excellent ensemble d'avantages aux candidats répondant à ces critères.

Nous vous remercions d'adresser un CV en appelant Lisa Watkins au 00 44 171 894 7815 entre 10h et 4pm (Heure de Londres).

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Pan-European Equity Sales

Competitive Package

City

As one of Europe's leading securities houses, our client boasts a pre-eminent global equity franchise across research, sales and trading. The continued growth and development of UK and European equity sales coupled with constantly improving client servicing has led to a need to recruit a young graduate sales specialist.

This exciting sales opportunity will involve:

- Selling Pan-European equities to a range of international institutions.
- Understanding international institutional investment criteria and asset allocation requirements.

You should be:

- A self-motivated graduate with a minimum of two years' equity experience, coming from either a sales, research or trading background.
- A high-achiever with excellent communication skills and a proven ability within the equities arena.

As a driven equity specialist with a natural marketing flair, you will have the ability and confidence to gain immediate credibility with your colleagues and clients. You will be keen to take on responsibility and contribute fully to this cohesive, dynamic team. This is an excellent opportunity for a young professional to make a real impact, and remuneration potential will reflect this.

Interested candidates should write to Annabella Humphreys at BBM Selection quoting ref. 434, enclosing a full curriculum vitae which includes contact telephone numbers.
All applications will be treated in the strictest confidence.

76 Watling Street
London
EC4M 9BJ



Tel: 0171-248 3653
Fax: 0171-248 2814
E-mail: 434@bbm.co.uk

FININFO A KEY EUROPEAN PLAYER IN VALUE-ADDED FINANCIAL INFORMATION

With 350 employees, an annual turnover of 400 million francs and 15 years' experience, the Fininfo Group is strengthening its Front Office Products division and is looking for a

Project Manager

BASED
IN PARIS

International Development Front Office

We need your experience of the European (preferably Germany/Benelux) interest rate markets to analyse, clarify and explain how they work to our teams responsible for product adaptation. In this role you will analyse the needs of potential users, draw up product-adaptation specifications, validate the final versions aimed at foreign markets and provide technical support to our sales force.

You will have a perfect command of both French and German and have acquired a broad knowledge of financial markets, information technology and marketing tools. You will be a self-starter whose strong conceptualisation ability, rigorous, methodical mind and sense of initiative will earn you a key position as a driving force behind our international development.

Knowledge of the equity markets would be an added advantage.

If this Paris-based position involving European travel interests you, please send your CV with a hand-written letter indicating your salary expectations to Véronique CHABANIS, FININFO, 91/93 av. François Arago, 92017 NANTERRE cedex, France or by fax to 33.1.47.39.47.60.



RISK ANALYST - GLOBAL EQUITIES

This is a highly visible role based on the trading floor of a leading international investment bank.

Responsible for assessing risk in support of the Global Equity trading team, the position will require strong analytical and mathematical abilities. You will be a graduate in Economics, Mathematics or Sciences (minimum 2:1) and have at least 1-2 years' experience in a middle or front office role.

The bank offers excellent opportunities for career development and the salary and bonus package will be highly competitive.

Please contact Elizabeth Williamson

Fax
0171-626 9400

Clary Court, 21-23 St. Swinton's Lane
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0171-626 1161

SHEPHERD LITTLE

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City

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£ Competitive

Close Brothers is the second largest UK quoted merchant banking group. It has an enviable reputation for profitability, stability and quality of service within key business sectors which include merchant banking, corporate finance, investment management and asset finance.

The commercial lending division is an integral part of the merchant banking activities, and has a wide portfolio of customers, particularly in the property sector. The team specialises in secured lending to small to medium size companies, and has been successful in winning mandates for several syndicated transactions. The commercial lending division is currently expanding its corporate lending activities to take advantage of an increasing number of business opportunities in the commercial and property sectors. As a result, two high profile opportunities have arisen, at Director and Senior Manager levels, for experienced banking professionals with senior management potential to strengthen the established London-based team.

For further details on these outstanding positions, please contact Simon Lewis at Michael Page City on 0171 269 2316 or send your CV to him at Page House, 39-41 Parker Street, London WC2B 5LH. Fax 0171 405 9649. Please quote ref 344418.



Michael Page City
International Recruitment Consultants
London Paris Frankfurt Hong Kong Singapore Sydney

The key responsibilities include:

- Building profitable relationships with the bank's customers.
- Managing and maintaining the existing portfolio principally in the property sector.
- Evaluating lending proposals and liaising with external advisers.

In order to be successful, the candidates are likely to have the following attributes:

- Strong academic background.
- Excellent interpersonal and managerial skills.
- Proven track record in lending.
- Sound credit and analytical skills.
- Knowledge of the property sector would be an advantage.

These opportunities will only suit ambitious and self-motivated professionals, who can display a mature approach to business and work as part of a team in a dynamic and pressurised environment.

GOVERNMENT RELATIONS

London

Our client, a prestigious global US investment bank, is looking for an experienced lawyer to join its Government relations team, based in London.

Candidates must be a US-qualified lawyer, practising for a minimum of two years and able to demonstrate academic excellence including a good primary degree. Previous legal advisory work in international trade law and related policy issues is essential, particularly with respect to multilateral trade negotiations. Understanding of financial operations in international markets is also essential, with particular focus on the telecom sector, as well as experience of advising in the fields of privatisations and international investments.

Candidates must have a high energy level, be able to cope in a highly-pressurised environment and have proven interpersonal skills.

The remuneration package will include a competitive salary and banking benefits.

Please write enclosing a full CV to: The Confidential Reply Handling Service, Ref: 683, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

Applications will only be forwarded to this client, but please clearly indicate any organisation to which your details should not be sent.

aia

HR MARKETING & COMMUNICATIONS

Head of Principal Investments Central & Eastern Europe

A leading global principal investor with a long term commitment
to its investments

London

£ Excellent

Our client is a leading industrial holding company with investments in some of the world's pre-eminent corporates. Through its role as a long term and active owner in various industries and companies, it has the capacity to create substantial value.

Its main holdings are in engineering, pharmaceuticals, forest products and service companies, many of which have expanded to become global leaders in their areas of operation. The philosophy of the company is to create value appreciation through active long term ownership and active investment operations. This is demonstrated in the company's annual return which has exceeded an average of 20% over the past 25 years.

The company is now preparing to make private and public equity investments specifically in Central and Eastern Europe and as a result there is a need to recruit a senior professional to lead this new initiative. This role will greatly appeal to an individual wishing to make investment decisions

in a specialised and demanding environment. The individual will have access to a global organisation, to the networks built up and secured over many decades and will be provided with appropriate staff support.

The individual will initially be responsible for recruiting a small team of investment professionals and will build this new business within the framework of a well defined investment mandate. The ideal candidate will have gained experience from working within one of the following: principal investment, M&A, consultancy or industry. It is very important that this individual has an outstanding track record in developing business and must have a thorough knowledge of working within Central and Eastern Europe.

For an initial discussion regarding this role, telephone Annabel Haywood or Paul Wilson on 0171 269 2318 or alternatively send a full curriculum vitae to Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH. Fax 0171 405 9649.



Michael Page City
International Recruitment Consultants
London Paris Frankfurt Hong Kong Singapore Sydney

Corporate Finance Manager/Assistant Director

London

3i Corporate Finance is 3i's corporate finance advisory division, which specialises in mid-market mergers and acquisitions, and advises 3i, the leading provider of investment capital to unquoted business in the UK. As a result of an increasing demand for its services, 3i Corporate Finance is seeking an experienced executive to join its fast growing team.

The successful candidate will have had at least three years experience in the corporate finance department of a merchant/investment bank or a leading firm of accountants and be attracted by 3i's entrepreneurial culture and the chance of greater responsibility. He or she will report to a director, but be responsible for negotiating deals and advising clients on a wide variety of corporate finance transactions.



The ideal candidate is a high calibre graduate aged between 28 and 33, professionally qualified and familiar with the Yellow and Blue Books, financial modelling and valuation techniques. He or she will have sound commercial judgement, senior level credibility and a strong track record of involvement in completed M&A deals in the quoted and unquoted sectors.

Interested candidates should telephone Ian L. Tucker or Elizabeth Arthur on 0171 491 4630 or write to Ian L. Tucker at SC Stephenson Cobbold, 21 Arlington Street, London SW1A 1RN, enclosing a full CV. Fax number: 0171 491 4630.



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Corporate Banking Relationship Manager

Our client, a leading European bank, is seeking a corporate banking executive with a minimum of 3-5 years' experience of marketing a wide range of banking products to medium/major UK corporates and multinationals. Ideal candidates will be fully conversant with a wide range of products including: term lending, trade finance, treasury products including derivatives and cash management systems.

The position will involve a range of duties including all aspects of account relationship management and marketing for new business opportunities whilst assisting in the development of current relationships. Candidates must have the ability to identify a company's needs, to generate new business and move the client base towards a more global market.

We invite applications from experienced candidates who are degree educated, have a strong credit background, good presentation and communication skills. The latter are necessary when interacting and integrating with other members of the group.

For the right person, who must be a good team player, this position offers significant scope for growth and promotion.

Complete fluency in English/ Spanish, both written and spoken is absolutely essential to take advantage of business opportunities within the current portfolio and worldwide Group sphere of operations.

Please send your full CV together with details of your current package to our recruitment consultant, Karen Lewis, at the address below.

JONATHAN WREN
SEARCH & SELECTION

Jonathan Wren Search & Selection Limited
34 London Wall, London EC2M 5RU
Telephone 0171 588 0828 Facsimile 0171 588 0829



Schroders International Group Legal Adviser

London Based

Schroders Plc is the largest independent international investment banking and fund management group in the UK.

The Group is seeking to appoint a senior UK qualified lawyer who, reporting directly to the Chairman, will be responsible for the Group's legal affairs and will advise senior management. Additionally, the successful candidate will provide legal advice to all of the Group's principal international businesses.

You will be a lawyer from a leading City law firm or another blue-chip financial institution. Your primary area of expertise will be in corporate finance and/or capital markets. Upon appointment, you will also manage the Group's litigation, employment and other general legal matters. Aged at least 45, your ability to command respect will be vital as you will be advising some of the City's most prominent individuals on a daily basis.

Commensurate with the nature of this rare and high profile advisory position, the successful candidate will be offered a substantial remuneration package.



For further information, in complete confidence, please contact our retained consultants Gareth Quarry, Stephen Rodney or Simon Horne on 0171-485-4862 (0171-354 3079 or 0171-403 5727 evenings/weekends) or write to them at Quarry Douglas Banking and Finance Recruitment, 37-41 Bedford Row, London WC1R 4EJ. Confidential fax 0171-831-6394. The assignment is being handled on an exclusive basis. All direct and indirect applications will be referred to Quarry Douglas.

Senior Business Analyst - Mutual Funds

J.P. Morgan Investment Management Inc. in London is the international investment arm of J.P. Morgan & Co. Incorporated. With \$205 billion under management worldwide, it is one of the premier investment management houses in the world. These assets are managed in a wide range of funds, domiciled globally, which invest in various financial instruments including US and international equities, bonds, money markets and derivative instruments.

The J.P. Morgan Transfer Agency is responsible for ensuring that the highest possible level of service is provided to the mutual funds' customers. This encompasses monitoring transactions, controlling cash, providing statements and responding to customers' enquiries. Due to its expansion, the business is recruiting an experienced analyst whose role will be:

- to establish priorities and lead analyses of systems, processes, workflows, and information flows
- to develop and manage projects
- to provide and communicate technical and application knowledge and direction at all levels
- to monitor individual project budgets, and assist with overall operations budget

JPMorgan

The ideal candidate will be educated to degree level and will possess the following capabilities:

- a minimum of seven years' experience in the financial services industry, to include mutual funds work
- proficient technical, analytical, and IT skills
- an understanding of cross border transfer agent operations and cost/benefit analysis
- a solid managerial background, combined with strong organisational and problem solving abilities
- European language skills (German in particular) would be advantageous
- excellent written and oral communications skills

The position offers a generous salary plus banking benefits and excellent career prospects.

J.P. Morgan Investment Management Inc. is an equal opportunity employer.

If you have the necessary prerequisites please contact Colin Gibb on 0171 379 3333 at Robert Walters Associates or send a detailed curriculum vitae stating current remuneration to 10 Bedford Street, London WC2E 9HE or fax details for his attention to 0171 915 8714 or Email: colin.gibb@robertwalters.com.

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The European Patent Office is an international authority whose task is to examine and grant patents on behalf of its 18 Member States. The Austrian sub-office, responsible for promoting the use of patent information located in Vienna, is seeking a qualified person to fill the position of a

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You will support the Director Development of the Vienna sub-office in administrative and organisational matters, in particular with international correspondence and coordination of day to day business.

You are committed, able to work to strict deadlines and have a very good command of our three official languages English, French and German. You should be an experienced user of PC-based office automation software.

Nationals of the Member States of the European Patent Organisation (at present Austria, Belgium, Denmark, France, Finland, Germany, Greece, Ireland, Italy, Liechtenstein, Luxembourg, Monaco, Netherlands, Portugal, Spain, Sweden, Switzerland, United Kingdom) may apply.

Please send your application at the latest by 12 May 1997 to: Europäisches Patentamt, A. Heigl, Personalabteilung, Postfach 82, Schottenfeldgasse 29, A-1072 Wien.

Dial

c £25,000 Package
+ Benefits

Based SW London

Dial is one of the leading vehicle management companies in Europe and a member of the Barclays Bank Group. With a turnover in excess of £200m pa, Dial is a fast paced, results driven organisation that offers good career prospects to successful candidates.

QUANTITATIVE ANALYST

Operating as a wholly owned subsidiary of Barclays Bank, we are a market leader in the field of corporate vehicle management services. With our first-class reputation for customer service and continued expansion in the UK and Europe, the company is well placed to enjoy further growth during the latter part of the 1990's.

An opportunity now exists for a professional to assume responsibility for devising and implementing systems for understanding the inherent volatility in used car prices to improve the management of this risk. The position will include supporting the Senior Economist and undertaking a pro-active role in contributing to strategic and operational decision making. Experienced in the use of statistical analysis techniques in a commercial environment with knowledge of a variety of PC based analysis tools, your superb interpersonal and analytical skills will be instrumental in adding value and driving the business forward.

Educated to degree level with at least a 2i, this exceptional opportunity will appeal to a qualified Economist/Statistician or Operational Researcher ideally with some asset management experience gained with a medium to large sized organisation.

If you feel you meet the requirements of this role, please send a current Curriculum Vitae with a covering letter to Glynis Appelbe, Recruitment Co-ordinator, Dial Contracts Ltd, Dial House, Burston Road,

London SW15 6SD.

ACCOUNTANCY APPOINTMENTS

CORPORATE FINANCE/TREASURY MANAGER

INTERNATIONAL SERVICE SECTOR GROUP

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• Responsibilities cover both direction of the day-to-day treasury activities, and a range of corporate finance projects. Position will entail full responsibility for a continuing series of transactions, without direct supervision.

• Experience of treasury is desirable but not essential. This therefore offers a rare opportunity for a highly motivated graduate,

probably with a further professional qualification (eg. ACA/MBA), to shift the direction of their career, as well as appealing to treasury professionals from a corporate background. Age indicator 28-35.

• Experience of international businesses will be essential, as will project management and exposure to transactions. Candidates direct from the accountancy profession will be considered, provided that they have been involved in client work outside of audit.

• Personal qualities will include excellent problem solving abilities, strong organisational skills, good communication and negotiating skills and the ability to take on rapidly increasing responsibilities.

Please apply in writing quoting reference 1393 with full career and salary details to:
Nigel Bates
Whitehead Selection
11 Hill Street, London W1X 8BB
Tel: 0171 290 2043
http://www.whitehead.co.uk/whitehead

Whitehead
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FINANCE DIRECTOR

CAREER OPPORTUNITY WITHIN A FTSE 100 GROUP

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• Granada Motorways is a £600m turnover business, part of Granada Group plc. It is UK market leader, operating a network of service areas across the country.

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• He/she reports to the Managing Director, providing cover for him at weekly trading meetings, managing/developing a team of over 20 including the internal audit function, and undertaking objective analysis to provide practical management commentary on business performance.

• Qualified accountant, probably aged early/mid 30's, with strong technical abilities in both finance and systems, and a progressive career to date within a leading edge systems business.

• Experience of the retail sector or a similar service orientated, multi-site operation would be particularly advantageous. Personal qualities will include commitment, drive and creativity, combined with a positive attitude and first rate people management skills.

• Candidates must demonstrate the potential and enthusiasm to make a further contribution to the Group following success in this role.

GRANADA
GRANADA GROUP PLC

Please apply in writing quoting reference 1400 with full career and salary details to:
Nigel Bates
Whitehead Selection
11 Hill Street, London W1X 8BB
Tel: 0171 290 2043
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Whitehead
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CHIEF FINANCIAL OFFICER

BRUSSELS

SUBSTANTIAL SALARY PACKAGE

Our client is a large multinational and market leader in its sector. The group employs over 1,500 people worldwide with a turnover of several hundred million US\$. The worldwide headquarters, based in Brussels, is now looking to recruit a Chief Financial Officer.

Reporting to the President & Chief Executive Officer, your main responsibilities will include:

- worldwide responsibility for financial plans, reporting, policies and controls
- direction of the treasury, insurance, tax and audit functions

- provision of overall international advice, counsel and direction to the Board of Directors on financial consequences of plans, actions and operations
- as a member of the Management board, active participation in the tactical and strategic decisions required to meet the Company's corporate financial and non-financial goals

The ideal candidate will have a university degree in Applied Economics or the equivalent, possibly complemented by an MBA, with a minimum of 15 years' experience gained in an international environment. Fluency in English is essential,

knowledge of any other European language being an asset.

In return, our client offers an interesting job opportunity with an attractive salary package in a dynamic and multinational environment.

For further information, please contact Michael Verbeek or Jean-Marc Benker on 00 32 2 511 66 88 (fax 00 32 2 511 99 69) or send them your detailed curriculum vitae at the following address: Robert Walters Associates, Avenue Louise 66 box 5, B-1050 Brussels. E-mail: huzi@robertwalters.com

ROBERT WALTERS ASSOCIATES



NEWLY QUALIFIED ACCOUNTANTS

Merrill Lynch has grown to become one of the world's leading financial institutions with offices in over thirty countries employing nearly fifty thousand people. This has resulted in a strong foothold in today's very competitive global market.

We are currently recruiting for newly qualified accountants (any discipline) to work within various financial instruments, managing the accountancy angle of international trading books. You will also get involved

with the accountancy and tax procedures. Industry experience is not required.

You will consider yourself to be a 'trouble-shooter' who can handle the challenge of a constantly changing environment. Flexibility and good systems knowledge are key attributes, and your skills will be particularly advantageous.

The rewards, both financial and in terms of career progression are undoubtedly some of the best in the

City. Along with a generous benefits package, Merrill Lynch is committed to a philosophy of investing time and money into its employees to enable them to provide clients with the ultimate service.

Interested applicants should contact Sheridan Mosher or Usairi Bawany on 0171 495 1481 at Parker Bridge Recruitment, Abbot House, 1-2 Hammer Street, London W1R 9WR. Fax number 0171 493 4563. E-Mail address: Parker.Bridge@btinternet.com. All direct applications will be forwarded to Parker

PARKER BRIDGE
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Chartered Accountant

BORHAMWOOD, HERTFORDSHIRE SALARY £235,000 + CAR

As one of the UK's leading photocopiers we are seeking an ACA capable of fulfilling a mixed accounting and taxation role.

This appointment will allow you to apply your accountancy and taxation skills to add value to the commercial decision making process within a lean management structure.

You will have excellent intellectual and interpersonal skills which will enable you to interact with senior management.

Please send full CV to: Ricky Barrow, Financial Controller, Bonusprint Limited, Stirling Way, Borhamwood, Herts, WD6 2AZ.

EUROPEAN INVESTMENT BANK

The EIB is the long-term financing institution of the European Union and one of the largest multilateral lending institutions in the world. Its focus is increasingly on projects promoted by the private sector. Within the Projects Directorate, responsible for the techno-economic appraisal of projects, the Bank is currently seeking for appointment at its headquarters in Luxembourg (m/f)



Industrial Economists

with extensive experience among the following industrial sectors: • material processing (glass, cement, metallurgical, industrial gases, refining and chemicals, ...); • engineering industries such as automobiles; • telecommunications; • air transport.

A short term or permanent appointment would be considered.

Duties: • assessment, within multi-disciplinary teams together with financial analysts and engineers, of the economic, financial and environmental viability of capital investment projects in a variety of industrial sectors in developed and developing countries; • preparation of sectoral studies; • identification of business opportunities. The post will involve extensive travel both within the Union and outside.

Qualifications: • advanced academic qualifications (Masters or Doctorate) in economics; • good knowledge of applied quantitative methods; • experience of discounted cash flow economic modelling, including cost-benefit analysis, risk analysis and environmental impact appraisal; • 5 years or more experience gained, preferably internationally, in appraisal of industrial projects within a corporate, consultancy, or financial sector environment; • awareness of the issues involved with deregulation, liberalisation and privatisation of markets; • an analytical approach, decisiveness, team spirit and ability to communicate effectively.

Languages: Perfect knowledge of English or French and a good command of the other. Working knowledge of other EU languages would be an advantage.

The EIB offers attractive terms of employment and salary with a wide range of welfare benefits. Applications from women would be particularly welcome.

Applicants, who must be nationals of a Member Country of the European Union, are invited to send their curriculum vitae, in English or French, together with a letter and a photograph, quoting the appropriate reference, to:

EUROPEAN INVESTMENT BANK
Recruitment Division (Ref.: PRA 9705),
L-2950 LUXEMBOURG. Fax: +352 4379 2545.
(http://www.eib.org)

Applications will be treated in strictest confidence and will not be returned.

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Broking in OTC Equity Options is a niche activity within international money and securities broking group TRIO Holdings PLC, a listed Public Company. Our small OTC options teams in London and Frankfurt are centres of excellence in this rapidly growing inter-professional market, enjoying enviable market leadership. The broking service covers leading international stock exchange indices, single stock options, baskets, and stock repos.

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Please send a resume in strictest confidence to the Secretary of the Chairman of Trio Holdings:
Julianne Love, TRIO Holdings PLC, 4 Deans Court, London EC4V 5AA
(0171-489 8033)



European Bank for Reconstruction and Development

The European Bank has a unique challenge to assist the countries of central and eastern Europe and the former USSR in their transition to market economies.

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Key responsibilities: ☐ to plan and carry out internal audits independently as prescribed in the annual audit programme; ☐ to devise practical, efficient and effective systems to issues identified during audits; ☐ to undertake the audits as prescribed.

Qualifications and experience: ☐ a professional accountancy qualification; ☐ at least 5 years of audit qualification experience in Banking or Finance; ☐ very good written and oral communication skills in English; ☐ strong analytical skills; ☐ ability to work with all levels of management; ☐ computer literacy; ☐ ability to work independently.

To apply, please send a detailed c.v. to: Internal Audit Department, European Bank for Reconstruction and Development, One Exchange Square, London EC2A 2EH.

Applications will be acknowledged. Please help bring

Oil Analyst

with the commercial awareness to influence strategy

Our client is a leading European Oil Market participant with substantial and varied interests.

We are looking for a highly numerate, articulate market/business analyst with oil industry experience to work closely with its trading team.

This is a highly visible role designed to impact on business development as well as trading strategies; it follows therefore that we will require a broad range of analytical skills and, crucially, a commercially focused approach. The ability to work accurately to strict deadlines, the communication/presentation skills to impart the results of analyses and the flexibility to conduct adhoc projects are all important.

Above all, a business oriented, sharp intellect will be mandatory.

This is a first class career opportunity to become heavily involved in the development of the company and the salary package should attract top quality candidates.

Please forward full career details, including current salary package to Colleen Quilty, Exchange Consulting Group Ltd, 13 St Swin's Lane, London EC4N 8AL. Telephone 0171 929 2383. Fax 0171 929 2805.

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You must be fluent in Greek and English and willing to relocate and make a career in Greece. A working knowledge of Italian and/or other major European languages will be an asset.

We offer very attractive remuneration packages commensurate with the level of the managerial positions to be filled, as well as challenging and rewarding careers within a first class organization, with strong presence all over the world.

If you believe that you meet the above requirements and this opportunity sounds like the challenge you are looking for, please send your resume to STET HELLAS - Human Resources Department, 62, Kifissias Avenue, 151 25 Marousi. Tel.: (301) 618.6232, 618.6205 and Fax: (301) 680.6504. All applications will be treated in strictest confidence.



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Based in London, the Compliance Department has responsibility across a number of substantial businesses. You will have the necessary focus and determination to build vital relationships across key areas and functions of these businesses.

Specific responsibilities will include the interpretation and monitoring of all procedures and activities to ensure compliance with all the relevant regulatory authorities as well as providing guidance and motivation to personnel as to their responsibilities from a compliance perspective. You will play a key role in the development of new products as well as building relationships across a range of front office functions.

You will be a highly professional and task oriented individual who can demonstrate substantial experience of SEA regulation within the compliance function of a financial services institution. This opportunity is suited to an individual with first rate communication skills, both written and oral, who enjoys identifying the major business issues faced by a rapidly developing compliance team.

This role is seen as a fast track appointment for an individual who strives for excellence and who will enjoy the opportunity for significant career progression.

Interested candidates should write promptly to Michael Herst or Charles Austin at Herst Austin Rowley, 30 St. George Street, London W1R 9EA, enclosing a full Curriculum Vitae and quoting ref. HAR0129. Fax: 0171 409 7872. Email: charles@herst.co.uk

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Forex trader with a 2 yrs experience Masters of Science University in Chicago. Fluent in German • French • Dutch • English. Seeks new challenging role in hedging and/or trading.

Replies to Box 45414, Financial Times, One Southwark Bridge, London SE1 9PL.

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As a recognised leader in the fixed income and equity markets, our clients, an International Investment Bank, provides a comprehensive range of products and services in the primary and secondary bond and equity markets, to include currency and interest rate swaps and options, fixed income and equity derivative products and other specialised instruments.

JARED JAMES

Responsibilities

- Trading and technical support to the Bank's portfolio and arbitrage operations in all interest rate products, to include bonds, swaps and futures.
- Creation of computer models and development of new tools to analyse the markets in a more effective way.
- Identifying investment opportunities with a view to position taking based on relative value.

Qualifications

- Outstanding graduate, mathematical bias preferred.
- 2-3 years experience of cash and derivatives markets trading or analysis within an investment or Commercial Banking environment.
- Strong computer systems and programming skills.
- European languages an advantage.

A competitive package and excellent career opportunities are offered to attract the highest calibre candidates.

Interested candidates should write to Mark Jackson or Bradley Rood at Jared James, quoting reference: 69772, enclosing a full CV. All applications will be treated in the strictest confidence.

Jared James Associates Ltd,
Executive Search and Recruitment Consultants,
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Emirates Bank International in the UAE with its headquarters in Dubai has an extensive domestic and overseas branch network offering comprehensive banking services.

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To augment our existing resources, we wish to recruit:

MANAGER - INTERNAL AUDIT -
FINANCIAL SERVICES

The incumbent will be responsible for managing and controlling staff in the execution and performance of internal audits of Financial, Administrative and Support services throughout the EBI group, as well as providing resources for investigations as and when required. He will be expected to provide opinions on matters of risk and the systems of internal control adopted by management as well as suggest improvements promoting effective controls at reasonable cost. He will also contribute to the refinement of review methodologies & assist in staff development.

Applicants must be graduates, hold a suitable professional qualification and have six years post qualification experience, with exposure to internal audit within a banking or financial services environment, at a managerial level.

Strong team leadership, sound judgement as well as good investigative skills, are essentials for the position. Excellent interpersonal and communication skills are prerequisites for success.

We offer an attractive and competitive remuneration package with ample opportunities to develop and grow in a stimulating environment.

Please apply with detailed curriculum vitae and a passport size photograph to the address given below.

The closing date for application will be 2 weeks from the date of this ad and only shortlisted candidates will be called for an interview.

Applications should be sent to Ref: 397 MAFS
Manager - Personnel & Administration
Emirates Bank International FJSC, P.O. Box 2923 Dubai, U.A.E.



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The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to target the French business world. For information on rates and further details please telephone: Toby Finden-Crofts on

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The firm has a declared intention to continue the significant growth of its non-US operations, making the role of Europe critical in the overall corporate strategy. This drive affects every aspect of the organisation including an Operations and Finance division which provides a sophisticated infrastructure of support to the business.

Within such an environment, there is a need to continually review processes, to improve the levels of support and implement new developments. Consequently, a need now exists to resource experienced Project Managers who can not only challenge the existing status quo by the quality of their thinking, but provide practical and timely solutions. Individual projects are wide in their scope and can encompass areas as diverse as the upgrading of settlement systems, the development of new products, the re-working of management reporting procedures, the implementation of new technology or the establishment of new office locations throughout Europe.

The Project Managers will provide a dynamism, a degree of commitment and an ability to challenge which will highlight them as drivers of the business. They will be able to think 'outside the box', to motivate both themselves and others, to be constantly flexible in their approach and to be totally focused towards the satisfaction of their clients - both internal and external.

Ideal candidates will be graduates with a fast-tracked record of achievement in managing complex projects whilst combining the above traits with appropriate technical knowledge. Whilst some of these roles will demand a knowledge of either banking, finance or treasury, we are very keen to consider applications from those with suitable experience in other commercial sectors - notably IT, engineering, retail, consultancy and oil and gas.

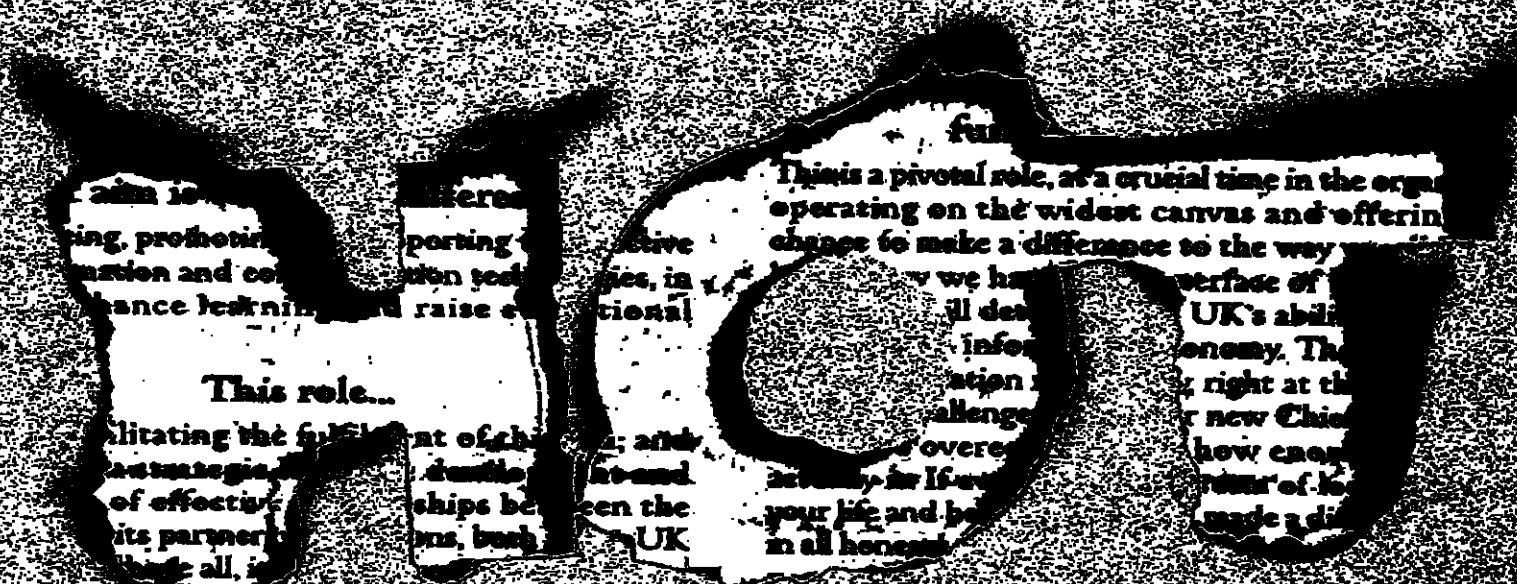
The rewards, both financial and in terms of future career progression, are first-class in an organisation committed to both respect for the individual and a focus on team work to enhance its reputation. Interested candidates should send a concise curriculum vitae, mentioning details of current package, in which location you are interested and quoting reference MD5353, to Mark Knapper, Project Director, Macmillan Davies Hodes, Salisbury House, Bluecoats, Hertford SG14 1PU. Alternatively, details can be sent by E-mail: knapperm@macdmail.mhs.compuserve.com

Initial interviews will be carried out at locations in both the UK and Ireland.



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Our client manufactures high value machinery for the graphic arts industry, whose products are recognised as being at the forefront of technology. Part of a large US based organisation our client has a turnover in excess of £5m. A significant proportion of the company's sales is achieved in the export market, particularly in United States, Europe and Asia Pacific.

Key to the company's future development is the recruitment of a commercially minded Financial Controller. Reporting to the Managing Director you will be responsible for all aspects of finance and administration as well as actively participating in strategic and business management of the company. A key requirement of the role is to re-engineer financial and accounting processes and controls, so as to provide relevant and timely management information to the executive team.

Suitable candidates will be qualified accountants with at least five years post qualification experience in manufacturing, preferably a high value, small batch environment. Additionally, a high level of business and commercial acumen with a proven track record of

implementing sound cost and financial management systems will be necessary. A determined and enthusiastic individual, you will have excellent communication skills and be strongly team oriented.

This is a tremendous opportunity to make an immediate impact on the business and to utilise and develop your commercial management skills.

To be considered for this position please send your curriculum vitae with current salary details and an explanation on how your experience meets the above criteria to Paul Modley, Ernst & Young Management Resourcing, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 3NH, quoting reference PM0118. Fax 0171 931 1022 or e-mail: pmodley@ec.ernst.co.uk

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Due to the rapid expansion of our client's volume of business we invite applications from candidates who have significant risk management or transaction experience of complex equity, equity-related or project financings with financial services businesses. As part of an exceptionally able team you will work at the forefront of the transaction process with the originators, and will be responsible for the analysis, structuring, review of the financial modelling, negotiation, documentation, closing, portfolio management and ultimately exit. You are likely to have a post-graduate degree in finance or a related discipline and a second European language is highly desirable. There will be frequent European travel. You need to be highly energetic, have boundless self-confidence, keen to embrace change and "do deals", take great responsibility and be able to justify the decisions you take. Attractive package including car or car allowance, contributory pension, medical scheme, large company benefits and excellent international career development opportunities. Applications in strict confidence, under reference RM6154FT to the Managing Director, CJA.

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World leader in terms of market capitalisation and one of the most profitable businesses in the US, GE aims to be first in each of its core markets - from financial services to lightbulbs, aircraft engines to network broadcasting. One of Europe's fastest-growing giants - GE Capital alone has acquired one European business every fortnight for the last two years - GE's global performance is consistently ground-breaking. This rapid growth fuels a demand for exceptional finance professionals, with the will and the talent to build on their training and develop the business experience necessary to move rapidly into a CFO or CEO role anywhere in the world.

GE's multi-disciplinary, multi-cultural Audit Staff is the premier training ground for these business leaders. Offering a chance to touch all 12 core businesses, it leverages existing experience and provides the fastest career path to management within GE's \$70 billion global corporation. Radically different from audit in the profession, the brief is wide-ranging: anything that has an impact on performance is analysed and challenged, developing and implementing plans for far-reaching change.

The pace is fast: individuals undertake three assignments a year in different businesses at varied locations worldwide. Carrying out proactive reviews and investigations, the team looks at critical business processes, spreading best practices, questioning the status quo and driving improvements in speed, quality and productivity. Challenging and diverse in its work, the team's aim is to make GE's businesses not a little better but dramatically better. The travel is demanding - you will be away on assignment or training 100% of the time - but the fly-home policy and benefits are generous and flexible.

From day one, the learning curve is steep. A constant review programme which continues throughout your career ensures that training and assignments are tailored to your needs. Around six weeks in the first year alone are devoted to formal training. Some of the best minds from within GE lead courses ranging from presentation and management skills through to business-related training covering facilitative leadership and business process re-engineering.

The learning opportunity is so enormous and the breadth of experience so wide that you will make rapid progress. Associates are typically promoted after a year and become Managers after two. Three years in the team prepares you for a leadership role anywhere in the world.

The qualifications are simple: an excellent academic record, newly or recently-qualified ACA or European equivalent. Big Six trained with first-time passes.

As high-level sessions take place throughout the year, we would like to be kept to hear from exceptional candidates. If you are keen to hear from exceptional candidates, please send us your CV and current salary details, quoting ref 809, to Alderwick Consulting Ltd, 171 Fetter Lane, London EC4A 1EP. Fax (+44) 171 256 8501. If you are undecided or would like more information, please telephone 0171 256 8501 (weekdays) or 0171 256 8502 (evenings and weekends).

If you would like to take up the challenge, please send a copy of your CV and current salary details, quoting ref 809, to Alderwick Consulting Ltd, 171 Fetter Lane, London EC4A 1EP. Fax (+44) 171 256 8501. If you are undecided or would like more information, please telephone 0171 256 8501 (weekdays) or 0171 256 8502 (evenings and weekends).



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Recently floated on the London Stock Exchange, United Overseas Group plc is a c.£80m turnover company that purchases substantial quantities of quality branded products for distribution through an extensive network of major retail outlets in the UK and 67 countries worldwide. They are the largest specialist distributor in Europe of excess inventory of branded toiletries, cosmetics and toys and games. They also distribute household goods, sports goods and confectionery and beverages.

Reporting to the Chief Executive, your key tasks will include:

- Providing effective financial management, control and reporting across all the company's operations, including its overseas subsidiaries in the United States, the Republic of Ireland, Sweden and Canada.
- Enhancing and developing financial systems and ensuring the management team have the relevant information on which to base key business decisions.
- Contributing to the overall management and direction of the business, participating fully in strategic discussions and acquisition reviews, evaluating and negotiating deals.

Responsibility for cash and treasury management and playing a key role in the maintenance of critical business relationships including shareholders, institutions and providers of finance.

A commercially astute ACA with management reporting, acquisition, treasury and IT experience you must be comfortable operating within a fast-moving, deal-making environment which requires a flexible and highly entrepreneurial approach.

Essential personal qualities will include energy, enthusiasm and a hands-on, can-do mentality and approach together with sharp intellect and astute commercial judgment.

This is a critical appointment which will appeal to candidates who have the discipline and track record gained through formative years in a structured business, who are now looking for something different.

Applicants should write in confidence, with full career details, including salary and quoting reference MD5360, to our advising consultant, David Lloyd, Macmillan Davies Hodes, Salisbury House, Bluecoats, Hertford SG14 1PU. Tel: 01992 552552. Fax: 01992 509908.

United Overseas
Group plc

Financial Controller

Exciting growth opportunity in the City

City

c.£60,000 + Bonus + Benefits

Our client is the subsidiary of a major Italian investment firm, itself part of a substantial banking group, with a market leading presence in fixed income products and derivatives and a range of other financial services activities. The company has ambitious international growth plans and is now establishing a London operation to encompass futures and options trading, bond sales and various treasury/money market activities.

A Financial Controller is sought to establish an effective financial infrastructure, reporting to the Deputy General Manager. The appointee will hold responsibility for the following areas:

- all financial and management accounting activities, including regular liaison with the parent company;
- management control across all cost centres and compliance of financial data with SEA and statutory rules;
- broad office management responsibility and development of a small team of professional financial staff.

Candidates are likely to be aged in their late twenties to late thirties with a minimum of three years' relevant experience within a London based financial institution. They must demonstrate a thorough knowledge of the UK regulatory environment, ideally combined with previous experience of foreign parent company reporting. A knowledge of Italian, or the willingness to undertake an intensive Italian language course, is an essential requirement. Candidates will be self-starters with evident management ability and a practical, hands-on approach.

This is a key role within this exciting new operation. The remuneration package will be commensurate with the importance of this role, including substantial bonus potential.

Please send a full CV in confidence to GKRS at the address below, quoting reference number 6927 on both letter and envelope, and including details of current remuneration.

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FINANCE DIRECTOR

International Business Communication Services

This is a unique opportunity to take a pivotal role at the heart of this high growth entrepreneurial company operating in the rapidly expanding business communications sector with a strong existing blue-chip client-base and aggressive long-term growth objectives.

THE ROLE

- Reporting to the Chief Executive, and operating as key member of a close-knit collegiate board you will be responsible for ensuring financial control, and will play a major role in strategy formulation
- You will drive business performance improvement through the provision of enhanced management information, functional leadership of the Accounting and Commercial teams and financial control of the Business Units.
- You will be responsible for identifying finance requirements & securing funding for major business development opportunities by extending existing banking relationships and managing third party financiers.

QUALIFICATIONS

- Graduate accountant and/or MBA, aged ± 35 with a first class track record in Treasury and Financial Management plus exposure to M&A work, preferably gained at board-level in an international customer-focused service business.
 - A highly motivated achiever, able to lead by example, effective at working in teams to set and achieve ambitious performance objectives. Creative yet down-to-earth with superior communications and negotiating skills and a sense of humour.
- If you believe that your experience and ambitions match this opportunity, please send your CV and details of your current package to Box A5417, Financial Times, One Southwark Bridge, London SE1 9HL.

CIBC Wood Gundy

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£ Excellent



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It's time to join a winning team

CIBC Wood Gundy is the corporate and investment banking arm of CIBC, the 8th largest financial institution in North America, with assets of over \$160 billion. CIBC Wood Gundy employs more than 5,000 people in 21 offices worldwide and has established businesses in all of the major global financial centres.

CIBC Wood Gundy's recent history is one of notable growth and success. The year to 1995-96 saw income increase 120% to over \$520 million, reflecting the strength of its core trading, underwriting and broking activities and the positive contribution from new business lines such as financial products and high yield financing.

CIBC Wood Gundy in London

The London operation has been key to this business development. In the last two years has expanded and now employs over 500 staff. London lies at the heart of CIBC Wood Gundy's European and Middle Eastern operations and is at the forefront of new business initiatives.

The London finance function exemplifies CIBC Wood Gundy's philosophy. The department is comprised of trade support, finance and regulatory reporting and management information. Individuals are encouraged to move between these areas to gain comprehensive finance experience. Career advancement is measured in the growth of individual capability and their contribution to the team.

The Opportunities

Central to CIBC Wood Gundy's continuing success is the recruitment and development of new members of the London finance team. Current opportunities are as follows:

Associate Directors - Trade Support

Three new associate directors are required to join the London Trade Support team. These are important positions for qualified accountants with a minimum of three years experience in a product/business support related role. All candidates must have strong systems skills and an immediate credibility enabling them to embrace a high degree of autonomy from day one. The roles are as follows:

Funding & Liquidity Management

Reporting to the Head of Trade Support and responsible for a team of four, this role is strategically important, being part of a global team which is responsible for Europe. The role involves a strong project element. The Group encompasses a wide businesses with diverse products including for the Bonds, FX, Money Markets and Interest Rate products.

Origination & Structuring

Reporting to the Head of Trade Support and responsible for building up a small team, this role will have responsibility for the creation and development from the ground level of a full business support group for this rapidly expanding business division.

Interest Rate, Trading & Sales

The Interest Rate area is set to grow at a rapid pace especially with the advent of the Bank of England Gilt Repo market. As a consequence, new positions have arisen for commercial accountants to support the Interest Rate trading and sales business. This is one of the most intensive areas of the trading business, requiring close liaison with both London and Toronto trading desks.

Financial and Regulatory Reporting

A new team is now required to work in the statutory and regulatory reporting area of the London operation. This area has overall responsibility for the preparation of plc accounts and reporting to the external regulators. The team will work closely with the traders and business heads providing advice on capital allocation and risk capital numbers, assisting in new product appraisal and developments in the internal risk and liquidity reporting capability. There are two roles available. The more senior role will suit a qualified accountant with a minimum of 2-3 years experience of financial reporting in an investment bank and system development experience. The more junior role would suit a qualified accountant with a minimum of one years statutory accounts/Bank of England reporting experience.

Management Information

Working as part of a global team of finance professionals, a management accountant is required to develop and enhance all aspects of the regional management reporting requirements to complement the current global reporting. The accountant will also be responsible for the co-ordination of regional management accounts and budgets. The role will suit a self motivated, proactive qualified accountant with two years plus management reporting experience, preferably in financial services.

CIBC Wood Gundy is careful in its recruitment process to look for people who have excellent technical skills and the ability to fit in with the organisation. If you believe that you represent that fit and wish to join an organisation with a pedigree of success, coupled with development of the individual then, in the first instance, forward a copy of your CV to Sarah Hunt at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH (fax 0171 405 9649) or telephone her on 0171 269 2339.

Financial Controllers

East & West Midlands to £45,000 + Car + Substantial Bonus + Bens

Our client is a prestigious global organisation manufacturing parts predominantly for the automotive industry. With a worldwide turnover exceeding \$500 million, the Group is looking to strengthen its UK operations by the appointment of two key individuals.

The UK Controller will be responsible for providing a coherent strategy across all of the UK manufacturing plants. Based in the West Midlands and reporting to the UK Managing Director, you will manage and co-ordinate the organisation's desire to drive through change, presenting a standardised approach to their operations. This is a hands-on role for an energetic individual with the skills to lead all of the UK Plant Controllers.

The Plant Controller will be responsible for assisting with the co-ordination and implementation of an extensive reorganisation programme to modernise the existing factory and systems.

Based in the East Midlands and reporting to the Plant Managing Director, you will continue to consolidate its worldwide branch results whilst contributing to the change process. The successful individual will have a strong character combined with excellent technical skills.

Prospective candidates should be qualified accountants from a manufacturing background with excellent interpersonal and communication skills. You will have experience of implementing systems and must be able to demonstrate previous exposure to significant change management.

Interested candidates should apply in writing, stating clearly which position you are applying for, enclosing a full curriculum vitae (including details of present remuneration) to Jim Davis ACA at Michael Page Finance, The Citadel, 190 Corporation Street, Birmingham B4 6QD.



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North East

to £36,000 + Car + Bonus

Avery Dennison is a major US labelling multinational with a turnover in excess of \$3 billion for 1996, of which one third is generated in Europe. A world class business, they employ around 15,000 people worldwide and have achieved significant levels of growth over the past five years.

A key factor in this growth has been the Northern Region bulk manufacturing operations based in Cramlington, Newcastle. There they manufacture and distribute rolls of self adhesive materials throughout the United Kingdom, Ireland and Scandinavia and have a turnover of £80 million.

Following internal promotion overseas, they now seek to appoint a highly commercial, 'hands on' Finance Manager for the Northern Region.

Reporting directly to the General Manager on site, key responsibilities will include:

- Financial control for the Northern Region.
- Leading Credit management programmes.
- Implementing processes and streamlining systems.

Working closely with the General Manager, providing strategic insight into the business.

Developing new business initiatives in the Northern Region.

Candidates will be qualified accountants in their early 30s, of graduate calibre with exceptional interpersonal, presentation and leadership skills. You will also have a proven track record of achievement in ideally a blue-chip manufacturing business. You must also be capable of evolving and invoking change and possess a real desire to succeed in what is a challenging and fast moving environment.

This assignment is being handled exclusively by Michael Page Finance.

If you feel you have the necessary skills and experience, please send a comprehensive CV, including current salary details to James Newman, Regional Manager, Michael Page Finance, Leigh House, 28-32 St Pauls Street, Leeds LS1 2PX, quoting ref 335560, or telephone him on 0113 246 9155.

Michael Page Finance

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Kawneer EUROPE Financial Director

Cheshire c £40,000 + Car + Bonus + Stock Options

Kawneer is a multi-national subsidiary of Alux - a \$3 billion turnover US quoted group. With its UK headquarters in Cheshire, Kawneer is the market leader in the design, manufacture and supply of architectural aluminium systems. They have gained this market leadership through their reputation for quality, flexibility and innovation and have gained numerous quality awards and the Investor in People accreditation.

They are continuing to improve efficiency and are preparing for substantial growth over the next few years. They are looking for an experienced finance professional to help them continue their successful track record.

As Financial Director you will work in a dynamic, multi-functional team environment. You will be responsible for business planning, management reporting, commercial support to sales and marketing, the management and development of supplier relationships, cost control and development of manufacturing processes, continual

development of IT systems and management and development of the finance function.

The successful candidate will be a qualified accountant with at least five years post qualification experience. You will have a strong manufacturing background and preferably have had prior exposure to change management initiatives and commercial exposure to customers and/or suppliers.

Key attributes will be positive leadership, good IT skills, maturity, a strength of character and an ability to think laterally. You will be a strong team player and be customer orientated. It would be an advantage if the candidate had a second European language, as future opportunities may arise within the UK, Europe or indeed in the US.

Interested candidates should send their curriculum vitae and salary details to David Gunning ACA, Michael Page Finance, 81 Mosley Street, Manchester M2 3LQ, quoting ref 345384.



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International Project Accountant

M4 corridor

Attractive Package + Relocation

Our client, a FTSE 100 company with a rapidly expanding international base, is a leading world player within its marketplace. Continued growth and success is built around the company's international business strategy to develop significant acquisition and joint venture opportunities. This role offers excellent prospects for international travel as you will be part of an international based project team.

You will need to demonstrate financial ability and will have a recognised accounting qualification. You will possess proven systems implementation skills, allied with the drive, motivation and ability to adapt to change. There will be considerable exposure to senior levels of management, therefore, candidates must have first class communication skills, coupled with an inquiring and diplomatic approach.

An ability to work unsupervised and on one's own initiative is essential as is the need to meet targets and deadlines in a highly pressurised environment.

International 'project based' experience would be a distinct advantage; however, the adaptability of the individual to such a multi cultural environment is more critical.

In return, the group will offer an excellent remuneration package, together with long term progression.

Interested candidates should apply in writing enclosing a curriculum vitae, covering letter and daytime telephone number to Kathryn Roberts, Michael Page Finance, 29 St Augustine's Parade, Bristol BS1 4UL, quoting reference JFD1.



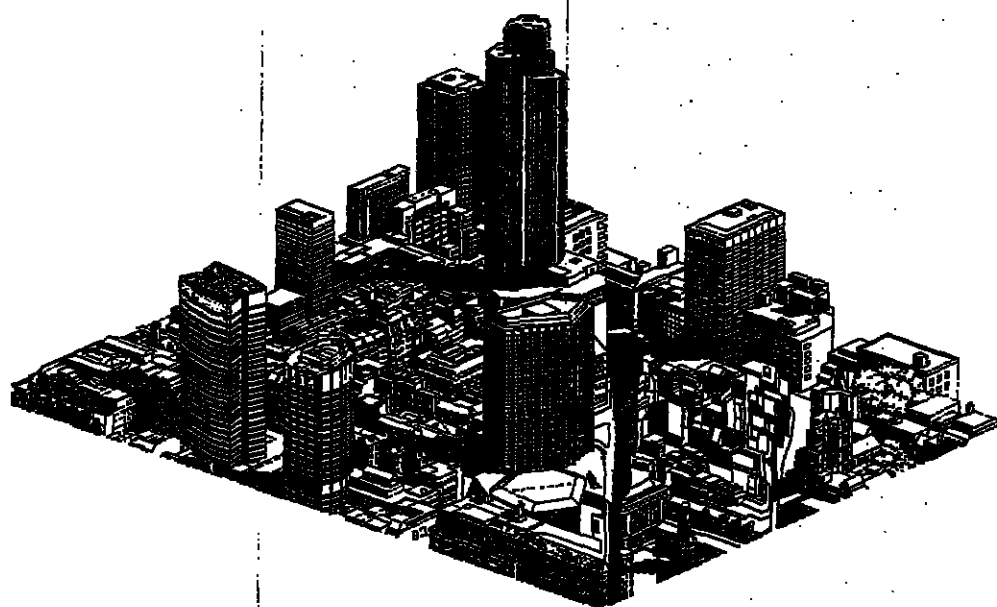
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 - MFC
 - CO
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What's more, your prospects in these high-profile roles, within such performance-managed cultures, have never been better.

Opportunities exist in London and other major financial centres

Call Malcolm Miller or Clare Mitchell on 0171 253 7172 (office hours) or 0468 81 5868 (evenings and weekends). Alternatively send full career details, quoting ref: 1027, to them at JM Management Services Limited, Chandos House, 12-14 Berry Street, London EC1V 0AG. Fax: 0171 253 0420. EMail: jms@btinternet.co.uk

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- Technical involvement from feasibility to implementation of projects that focus on key requirements.
- Identify technology and technique opportunities to enhance business profitability.
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- Aptitude for strategic thinking and building relationships with staff at all levels in the business units.

Good degree essential; professional qualification desirable but not a prerequisite. At least 4 years in financial analysis gained in either another investment management company or software house specialising in Financial Services products. Intellectual capacity to operate successfully and work independently with a recognition of the value of teamwork. Understanding of the relevant business areas but also strong IT and analytical skills. Excellent interpersonal and communication skills producing clear and concise plans presented to senior management.

For a confidential discussion please contact Edward Hunter Blair on:
Tel: 0171-236 2400, Fax: 0171-236 0316, or apply in writing to:
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SBC Warburg's commitment to innovation, progression and client focus has resulted in its dominant position within the European and International Global Capital Markets and Investment Banking arena.

The success of SBC Warburg has been achieved by maintaining an impressive market share in the securities, derivatives and treasury markets. This level of excellence relies on recruiting the highest calibre of staff across all product ranges as well as investing in state-of-the-art technology.

The Operations Development Team is crucial in providing multi-product support to all key global business areas. The group's main responsibility is project management in relation to systems development, business process re-engineering and change management issues. The team works very closely with both the business areas and the IT group, utilising leading-edge technology to resolve operational issues.

In order to provide support to a major global cross-product re-engineering programme, they are now looking to recruit several key individuals predominantly in London, but also in New York, Hong Kong, Singapore and Tokyo.

Your Key Investment Bankers

SBC Warburg
A Division of Swiss Bank Corporation

SBC Warburg would be particularly interested in speaking to high-calibre candidates who possess proven project management techniques, a strong delivery focus, a structured and analytical approach to their work and problem-solving skills. Of particular importance is the ability to liaise with all levels of staff and demonstrate credibility with various Heads of Department.

Candidates of interest are either currently performing a similar role elsewhere, or have a management consultancy background with experience in the Financial Services sector (ideally investment banking). Qualified ACAs with a strong systems bias would be strong contenders. Candidates are invited from overseas marketplaces, and those recruited in London will benefit from opportunities to participate in international secondments.

These positions represent an ideal opportunity for ambitious individuals who possess the above characteristics to move into a highly meritocratic team, recognised throughout the group as a springboard into senior management. Salaries and benefits will reflect our position as a major player in the City.

Interested applicants should contact Neil Effe or Anne Tinsley at Michael Page City on 0171 269 2306. Alternatively, please send a full curriculum vitae to them at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5UH. Fax: 0171 405 9649. Please quote reference 288874.

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London Based European Role

Competitive Salary & Benefits

Platinum Treasury Systems serves the global market for treasury, cash and risk management systems from offices in Chicago, Sydney and London. The company has built an impressive blue chip client base and is now particularly focused on growth in the European market. This has led to the need to recruit further high profile candidates to the role of Treasury Systems Implementation Consultancy.

The Products

Integra-T is an innovative and acclaimed range of software products. It is a scalable client-server based multi-currency, multi-company software suite that provides complete back and front office functionality. It is a comprehensive means of monitoring and managing currency, interest rate, liquidity, credit and commodity risk.

The Role

You will use your corporate treasury knowledge to help current and potential clients see the real benefits of our solutions. This will take the form of system demonstrations, workshops and proposals and working with clients on-site in the UK and continental Europe to help implement Integra-T treasury systems solutions.

The Person

We seek impressive corporate Treasury experience, combined with a strong interest in IT, with hands-on experience of Windows 95 or NT, MS SQL Server and SQL report writing. In addition, you should possess well developed communication skills and have in-depth understanding of financial market instruments and practices.

For the seasoned professional who is attracted to the prospect of European travel, the position promises a high profile challenge with outstanding career prospects in a well established organisation which is committed to growth.



Please write to our advising consultant, Brian Kemp, Executive Network Consultants Ltd., Covelham House, Downside Bridge Road, Cobham, Surrey KT11 3EP. Tel: 01932 576600. Fax: 01932 865768. Email: enl@btinternet.com

LONDON • CHICAGO • SYDNEY

INTERNATIONAL AUDIT

Based Berkshire

The Ocean Group is a leading international provider of integrated logistics, industrial and environmental services, operating in some 112 countries with over 11,700 employees. Turnover for 1996 was in excess of £1 billion. Ocean's vision is to be a dynamic, successful, professionally managed and financially sound provider of services in markets throughout the world.

The expanding International Audit Team plays an integral part in the continuing process of business change and risk management. Reporting directly to the Head of International Audit, this is a challenging new appointment for an expert systems audit professional to carry out audits throughout the Group's international operations. Through close involvement with senior management throughout the Group, the successful applicant will be responsible for:

Please contact Louise Tomazou (quoting ref: FT0107) at FSS Financial Services, 14 Windmill Street, London W1P 2DY. Tel: 0171 209 1000 Fax: 0171 209 0001 e-mail: lto@fss.co.uk

Reducing Business Risks INTERNATIONAL BUSINESS RISK CONSULTANTS

Surrey

One of the very few truly global UK companies, the BOC Group is a £4 billion business with interests that span the diversity of sectors, from gases to vacuum technology, transportation and healthcare. Active in more than 60 countries, the BOC Group covers all principal geographies of the world including Europe, the Americas, the North and South Pacific, the Indian Sub Continent and Africa.

Continuing a track record of positive career promotions and in anticipation of further growth, three opportunities for outstanding business professionals have been created within the BOC Group Internal Audit Team.

Working in partnership with BOC management, your priority will be to recognise and reduce risk within the business. Members of this diverse global team will apply high level techniques to assess the adequacy and effectiveness of risk management processes, while at the same time identifying and ensuring positive business improvements. As the team adopts an account management approach, each manager will work with a business portfolio and be responsible for departmental administration.

Please contact Louise Tomazou (quoting ref: FT0107) at FSS Financial Services, 14 Windmill Street, London W1P 2DY. Tel: 0171 209 1000 Fax: 0171 209 0001 e-mail: lto@fss.co.uk

THE BOC GROUP

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is also available

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c. £75,000 package
+ benefits

North West

Group Audit Manager

United Utilities, formed in January 1996 from the merger of North West Water Group and NORWEB, has a turnover approaching £3 billion and is a top 100 FTSE company. Its vision is to be a world leader in both its existing and its rapidly developing new areas of business activity, setting the highest industry standards through a commitment to quality and service. This opening, for a top-flight individual, will be ideal for the ambitious professional seeking an entry point into senior corporate life with a market leader.

THE ROLE

- Report to the Group Finance Director, responsible for a highly talented team of 12 professional staff and for the auditing of activities throughout the Group.
- Plan and lead programmes which will monitor and evaluate internal control processes and support corporate initiatives. Provide risk assessment input to senior management across a broad range of issues.
- Act as part of the overall control environment within the Group and report to management and the Audit Committee on internal control systems.

THE QUALIFICATIONS

- Probably early/mid 30s, graduate, professionally trained, numerate, analytical and computer literate. Already experienced as a team leader.
- Almost certainly with a recognised professional firm, with responsibility for both audit work and client management. Approaching a career point when entry into a major company such as United Utilities would be appropriate and attractive.
- Stature and leadership to assume responsibilities involving Board level issues. Independently assertive but with sensitivity, uncompromising standards and with the clear potential for rapid career progression.

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Manchester 0161 499 1700

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c. £100,000 + bonus &
major equity opportunityPre-Float Biotech
Business

Thames Valley

Finance Director

Rare opportunity to join one of the pioneering organisations which has taken the prominent position in this specialist area, created a corporate structure and is extremely well funded. Stretching and rewarding role to take the company to a flotation in the medium-term and thereafter help grow and develop the organisation both in the UK and overseas.

THE ROLE

- Work with the Chief Executive Officer to create shareholder value through organic growth, co-development agreements, strategic alliances and joint ventures.
- Board position responsible for all aspects of financial management, tax, treasury and investor relations. Enhance management reporting and systems, supported by an established team, to underpin potential exponential growth.
- Take a prominent role in the forthcoming flotation, leading discussions with advisors and potential investors.

THE QUALIFICATIONS

- Bright and ambitious graduate Accountant/ MBA, with a solid grounding in financial management plus a significant corporate development background, either as a principal or advisor. Previous IPO experience highly desirable.
- Mature and credible with open, superior communication skills. Adept at counselling and guiding senior peers on broad commercial issues.
- Lateral thinking analyst with an eye for detail, an appetite for hard work and a robust sense of humour.

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OUTSTANDING ENTRY POINTS BLUE-CHIP HI-TECH ORGANISATION

SW LONDON BASED

TO £37,000 + CAR + BENEFITS

With revenues in excess of £2.5 billion, our client has long been regarded as an innovative and pioneering force in its market place. The group has extensive operations throughout Europe and significant presence in North America and other countries world-wide. Recent strategic alignments will ensure the profitable growth of the organisation well into the new Millennium.

Working closely with senior financial and operational managers, the successful candidates will be expected to rapidly assume a high degree of autonomy and responsibility for high profile assignments aimed at improving efficiency, control and enhancing profit.

Viewed as a source of high calibre senior finance and operational

managers, this department has an excellent track record in training and preparing individuals for these roles. The current vacancies have arisen as a result of recent promotions from this highly visible team.

Candidate requirements are clear. You should be a qualified accountant with two years' post qualification experience gained in either industry or public practice. The ability to interact with executives at all levels and to influence change is essential. Candidates with experience of market led service organisations and project orientated working environments will be particularly suited to the role.

Successful candidates will be given the opportunity to travel extensively both within the UK and overseas. Fluency in English is essential and,

although not essential, competence in a second Northern European language would be an advantage.

These are exciting opportunities in a fast moving industry which is focused on the future. If you think you have what it takes to work hard and influence people, are prepared to invest some time in building your career and would like to join this small, high profile team, please contact Ben Williams on 0171 379 3333. Alternatively submit a comprehensive curriculum vitae to him at Robert Walters Associates, 10 Bedford Street, London WC2E 9HE, fax 0171 915 8714.

Email: ben.williams@robertwalters.com

ROBERT WALTERS ASSOCIATES

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European Auditor - Based Cologne

An eye for detail is important in this job

As one of the world's best known companies we place a high level of importance on managing our finances. That's why we are now looking for an experienced Internal Auditor within our European corporate headquarters in Cologne.

You'll report to the Director of Internal Audit and will concentrate on building up our newly established global internal audit policies. In particular we want you to emphasise the need for a proactive, business focussed discipline that concentrates on operational and management issues.

We are looking for someone who can bring added value to the whole process of auditing financial and management controls and systems in our various business units across Europe, and recommend improvements in our internal procedures.

You will be a graduate and a qualified accountant with a minimum of five years experience in sophisticated audit practices, preferably in other multinational companies and will have fluent written and spoken English.

To succeed in a high profile position, you will need to have a strong commercial awareness and excellent communication skills. Salary will not be a factor to the right applicant.

For further details, please send your curriculum vitae to our advising consultant, Herr Paul Campbell at the address below. Tel: +49 (0) 89 854 0713. Fax: (0049) 89 854 0713. Or, for more information about Sony vacancies, visit our Internet site - <http://www.topjobs.co.uk/sony>



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North West

Finance Director

Outstanding opportunity to join the largest and most profitable subsidiary of this successful and aggressive fully listed Group with a market capitalisation in excess of £300 million. Work closely with the Managing Director to achieve ambitious plans to strengthen its market-leading brand and increase its size threefold.

THE ROLE

- Reporting to Managing Director, ensure the provision of high quality financial and management information through a 30+ team to add value to the decisions of the Board and the managers of over 100 outlets.
- Enhance systems to produce more streamlined business processes. Contribute positively to IT development. Forge excellent cross-functional relationships and build a strongly motivated team.
- Proactively deliver excellent strategic advice to enable the company to achieve its current and future objectives. Critically evaluate major commercial deals negotiated with suppliers and customers.

THE QUALIFICATIONS

- Qualified Accountant, probably a graduate. Technically excellent with experience of managing the finance function in an entrepreneurial, expanding organisation. Ideally exposure to retail, financial services, IT or business-to-business sectors.
- Knowledge of using sophisticated software across the entire supply chain in order to deliver a superior, cost-effective service. Experience of inputting to broad strategic policy development.
- Excellent analytical and evaluation skills linked to innovative solution generation. Adept relationship builder and accomplished team player with the energy, drive and ambition to succeed in this exciting environment.

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FINANCIAL CONTROLLER

Our client is a well established sports and racing car company who currently produce some 200 vehicles per annum with a turnover of around £12 million. You will be fully qualified, report to the Managing Director, be responsible for producing end of year accounts, high quality financial, statutory and management information on a monthly basis, and to ensure day to day transactions relating to products and services. You will be a computer literate professional. Please forward your CV including current salary and benefits, in confidence to: Ben Collins at Recruitment Resources Limited, 211 High Street, London W13 9PL. Telephone 0181 992 8489. Fax 0181 992 3558.

FINANCE DIRECTOR

circa £55k + Bonus ++
Central London

The company is a contract supplier of imported home fashion products serving certain of the UK's largest retail multiples. The company turns over £10m and has recently been the subject of an MBI. It now seeks a dynamic Finance Director to set up and run a new department with new systems. The business is very customer and cash focused and so must be the finance director: the ideal candidate will be CIMA or ACA qualified, with some knowledge of importing and retail supply. The ability to manage cash and provide strong financial discipline in this young and aggressive company is essential, with personality being equally important. The new Finance Director must be hands-on, upfront, results and profit orientated, and be able to 'bite' when necessary whilst nevertheless providing support. Please reply in confidence with full career details, to

Peg Eva of Eva & Co at 1-11 Hay Hill, Berkeley Square, London W1X 7LF.

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RUSSIAN SPEAKING ACCOUNTANT

urgently required for
B & D INDUSTRIAL GROUP B.V.

A newly formed holding company internationally active in the mining, metallurgical and chemical industries:

The Role

Introduce, maintain and control accounting systems and procedures in a manufacturing environment. Prepare cost and accounting reports and prepare budgets.

The Qualifications

University degree/professional qualification. At least 5 years of experience in a similar function in a manufacturing environment. Must have international exposure and a good knowledge of international accounting standards. Fluent in Russian and English.

Please reply with full details as soon as possible to:

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Morgan G. Lavin, **J.D.**

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| ENGINEERING - Cont. | | | | | | | | | | HEALTH CARE | | | | | | | | | |
|---------------------|-------|---------|-------|-------|-------|-------|-----|------|-------|-------------|---------|-------|-------|-------|-------|-----|------|-------|--|
| Index | Price | 52 week | High | Low | Open | Close | Vol | PE | Ratio | Price | 52 week | High | Low | Open | Close | Vol | PE | Ratio | |
| Aluminum | 2.40 | 23.00 | 23.00 | 22.00 | 22.00 | 22.00 | 100 | 10.0 | 1.0 | Aluminum | 2.40 | 23.00 | 23.00 | 22.00 | 22.00 | 100 | 10.0 | 1.0 | |
| Copper | 2.40 | 23.00 | 23.00 | 22.00 | 22.00 | 22.00 | 100 | 10.0 | 1.0 | Copper | 2.40 | 23.00 | 23.00 | 22.00 | 22.00 | 100 | 10.0 | 1.0 | |
| Gold | 2.40 | 23.00 | 23.00 | 22.00 | 22.00 | 22.00 | 100 | 10.0 | 1.0 | Gold | 2.40 | 23.00 | 23.00 | 22.00 | 22.00 | 100 | 10.0 | 1.0 | |
| Iron | 2.40 | 23.00 | 23.00 | 22.00 | 22.00 | 22.00 | 100 | 10.0 | 1.0 | Iron | 2.40 | 23.00 | 23.00 | 22.00 | 22.00 | 100 | 10.0 | 1.0 | |
| Nickel | 2.40 | 23.00 | 23.00 | 22.00 | 22.00 | 22.00 | 100 | 10.0 | 1.0 | Nickel | 2.40 | 23.00 | 23.00 | 22.00 | 22.00 | 100 | 10.0 | 1.0 | |
| Palladium | 2.40 | 23.00 | 23.00 | 22.00 | 22.00 | 22.00 | 100 | 10.0 | 1.0 | Palladium | 2.40 | 23.00 | 23.00 | 22.00 | 22.00 | 100 | 10.0 | 1.0 | |
| Platinum | 2.40 | 23.00 | 23.00 | 22.00 | 22.00 | 22.00 | 100 | 10.0 | 1.0 | Platinum | 2.40 | 23.00 | 23.00 | 22.00 | 22.00 | 100 | 10.0 | 1.0 | |
| Silver | 2.40 | 23.00 | 23.00 | 22.00 | 22.00 | 22.00 | 100 | 10.0 | 1.0 | Silver | 2.40 | 23.00 | 23.00 | 22.00 | 22.00 | 100 | 10.0 | 1.0 | |
| Zinc | 2.40 | 23.00 | 23.00 | 22.00 | 22.00 | 22.00 | 100 | 10.0 | 1.0 | Zinc | 2.40 | 23.00 | 23.00 | 22.00 | 22.00 | 100 | 10.0 | 1.0 | |

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| Category | 1990 | 1991 | 1992 | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |
|----------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| 1990 | 1990 | 1991 | 1992 | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 |

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LONDON STOCK EXCHANGE

Footsie's advance restrained by sterling hit

MARKET REPORT

By Steve Thompson,
UK Stock Market Editor

Further evidence of the damage to corporate profits wrought by sterling's advance in recent months was one of the factors restraining UK stocks yesterday.

Currency hit results from ICI and Vickers, the engineering group. It sent tremors across all the big overseas earners, threatening to outweigh the impact of big gains for financial stocks.

The upshot was that the FTSE 100 index struggled to remain in positive territory after an early move back above the 4,400 level,

eventually settling a net 0.3 higher at 4,378.6.

The FTSE 250, heavily laden with the engineering stocks badly affected by the Vickers warning, fell 11.0 to 4,517.4. It was additionally burdened by a profit warning issued by Laura Ashley, the upmarket retailer. The SmallCap, on the other hand, managed a minor gain at 2,300.3, up 0.2 on the day.

The FTSE 100's latest rise extended its sequence of consecutive gains to eight straight sessions.

There was good news for the market's big integrated securities houses with the latest increase in turnover in shares.

Volume finished at 809.7m shares. It was boosted by another tranche of the LucasVarity share buy-back operation along with above-average action in Laura Ashley, Asda, National Grid and BT. Bank shares were also heavily traded.

Trading began on a subdued note with marketmakers chopping their opening levels in the wake of Wall Street's 21-point retreat and the weak performance of US Treasury bonds, which fell around half a point.

Opening losses were mostly reversed following the emergence of some further large-scale support for the banks, other financials and the insurance.

The banks, especially, were chased hard as the expected ratings of the sector, after the sparkling flotation performance of Alliance & Leicester, gathered momentum.

Dealers said the influence of the A&L float, coupled with the encouraging statements from the recent Barclays and NatWest AGMs and Abbey National yesterday, had all contributed to the upsurge in the sector, as did a rethink of Bank of Scotland's preliminary results on Wednesday.

Although no news of the rumoured stakeholder in A&L was forthcoming, the feeling remained that big index tracking funds had yet to build weightings

in the bank. "When the catch-up gets underway the shares have only one way to go," said a marketmaker in the stock.

In the wider market, dealers said the latest opinion polls provided evidence that the previous day's pull - which suggested the Conservatives had made deep inroads into the Labour lead - was likely to have been no more than a "blip". The probable interest rate rise in the UK and the US would still present problems for both stock markets, traders insisted. Wall Street started in good heart yesterday, the Dow Jones Industrial Average posting an early 24-point gain, before slipping back after London closed.



Indices and ratios

| Index | Value | Change | FTSE 100 | Value | Change | FTSE 250 | Value | Change | FTSE 100/250 | Value | Change |
|--------------|--------|--------|--------------|--------|--------|--------------|--------|--------|--------------|-------|--------|
| FTSE 100 | 4388.6 | +0.3 | FTSE 100 | 4388.6 | +0.3 | FTSE 250 | 4517.4 | -11.0 | FTSE 100/250 | 0.971 | -0.002 |
| FTSE 250 | 4517.4 | -11.0 | FTSE 100/250 | 0.971 | -0.002 | FTSE 100/250 | 0.971 | -0.002 | FTSE 100/250 | 0.971 | -0.002 |
| FTSE 100/250 | 0.971 | -0.002 | FTSE 100/250 | 0.971 | -0.002 | FTSE 100/250 | 0.971 | -0.002 | FTSE 100/250 | 0.971 | -0.002 |

Best performing sectors

| Sector | Change | Worst performing sectors | Change |
|--------------------|--------|--------------------------|--------|
| 1 Banks: Retail | +2.5 | 1 Engineering: Vehicles | -1.5 |
| 2 Other Financial | +0.4 | 2 Engineering | -1.2 |
| 3 Building & Const | +0.4 | 3 Telecommunications | -1.2 |
| 4 Building & Const | +0.4 | 4 Telecommunications | -1.1 |
| 5 Life Assurance | +0.3 | 5 Diversified Inds | -1.1 |

FUTURES AND OPTIONS

FTSE 100 INDEX FUTURES (LFFE) 250 per full index point (AFT)

| Month | Open | Settle | Change | High | Low | Est. Vol | Open Int |
|-------|--------|--------|--------|--------|--------|----------|----------|
| Jun | 4402.0 | 4412.0 | +10.0 | 4422.0 | 4384.0 | 10846 | 80185 |
| Jul | 4400.0 | 4400.0 | +0.0 | 4420.0 | 4380.0 | 86 | 2881 |
| Aug | 4402.0 | 4402.0 | +0.0 | 4422.0 | 4382.0 | 220 | 0 |

FTSE 250 INDEX FUTURES (LFFE) 210 per full index point

| Month | Open | Settle | Change | High | Low | Est. Vol | Open Int |
|-------|--------|--------|--------|--------|--------|----------|----------|
| Jun | 4500.0 | 4500.0 | +0.0 | 4520.0 | 4480.0 | 30 | 4841 |

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Vickers warns on profits

By Joel Kibazo
and Peter John

A surprise profits warning from engineering and defence group Vickers sent the company shares tumbling to a two-year low, casting a dark shadow over the rest of the engineering sector.

Speaking at the company's annual meeting, the chairman said profits for the first quarter of this year would be lower than at the same period a year earlier. Vickers blamed the strength of sterling. Sentiment was hit further by news that export orders were proving harder to obtain and profit margins tended to be thinning.

Shares in the group fell back on the statement, dragging other leading engineering issues lower in their wake. At the close of trading, Vickers was down 20% to 205p, their lowest level since May 1995. Turnover was a hefty 5.4m.

One analyst said: "This undermines sentiment in the sector as a whole and we shall now be watching all annual general meeting statements closely. It looks like we are in for a series of downgradings in the engineering sector."

But Mr Daniel Bevan at Credit Lyonnais Laing remains optimistic and yes-

terday upgraded his recommendation on Vickers from "hold" to "buy". He said: "At this level the shares are discounting all the major concerns and there is nothing in the price for full UK commissioning of the Challenger 2 (tank) which will be a catalyst for export orders."

The Vickers news over-riding other engineering issues. Talk of a bullish note due to be published next week failed to shield TI Group. The shares fell 24 to 520p, the worst performer in the FTSE 100.

Siebe, which published a positive sales statement on Wednesday ahead of final figures at the end of May, was back in the doldrums yesterday. The shares surrendered 20% to 84p.

GKN gave up 21 to 915p, but the decline in Smiths Industries was more modest. The shares eased 7% to 76p.

A share buy-back in Anglo-US engineering group LucasVarity helped prevent a steep decline in the company shares in the wake of the Vickers statement.

The shares closed 1% lower at 151p after the company confirmed it had bought back another 1m ordinary shares as part of its programme to repurchase around 3 per cent of its own stock for cancellation.

The stock, representing around 0.07 per cent of the group's ordinary share capital, was bought from ABN Amro Hoare Govett, one of LucasVarity's joint brokers. It paid 192p a share.

The company has been seeing brokers this week and many remain cautious about

the near-term outlook for the group.

Banking stocks acted as the crutch to a fragile market with Barclays standing out on a mixture of catch-up, weighting pressure and rumour.

At the start of yesterday's session Barclays shares had underperformed the banking sector by almost 10 per cent on a four-month view.

And with the flotation of the Alliance & Leicester group proceeding far better than most banking analysts had predicted, the shares appeared even cheaper.

Also it has become apparent that institutional investors have struggled to get a full weighting in the building society stock and could find it even more difficult to get up to strength in the Halifax. The Halifax is seen as the quality demutualisation and will represent about

1.1 per cent of the Footsie.

Consequently there was active pressure on Barclays shares which led to a sharp rise and prompted a return of speculation that it may offload BZW, its underperforming investment arm.

Some dealers suggested Salomon Brothers might be interested in gaining a stronger foothold in London and be prepared to pay a price that would lift Barclays share price by at least 150p. Last year Barclays poured cold water on such stories.

Shares jumped more than 50 at one stage and ended the day 45p higher at 111.07p, a rise of 4.6 per cent but still well below its mid February peak of 121.15p.

The crucifying effects of the strong pound were brought to the fore again as ICI released its first quarter

figures.

Shares in Laura Ashley, the retailer, crashed after it warned that figures will be below market expectations. The shares plunged 41 or 28.8 per cent to 104p as analysts rushed to downgrade profit expectations.

Advertising firm More Group rose 7% to 647p after its annual meeting.

Shares in Laura Ashley, the retailer, crashed after it warned that figures will be below market expectations. The shares plunged 41 or 28.8 per cent to 104p as analysts rushed to downgrade profit expectations.

NEW YORK STOCK EXCHANGE PRICES

del

Highs & Lows shown on a 52 week basis

WORLD STOCK MARKETS

**Industrial Automation,
Semiconductor Systems,
Avionics & Communication.**
Strong leadership businesses -
with Rockwell the single
key component.

INDICES

[illegible]

US INDICES

| Company | Apr 23 | Apr 22 | Apr 21 | 1987 High | 1986 High | Stock completion % | |
|---|------------|---------|---------|------------------|-----------|--------------------|---------|
| Boats | 6912.72 | 8833.59 | 5990.21 | 7065.19 | 6391.59 | 7085.16 | 41.22 |
| | | | | (118) | (114) | (108) | 67.22 |
| Ice Tanks | 101.54 | 101.58 | 101.59 | 102.68 | 101.69 | 100.37 | 3.59 |
| Impact | 2380.35 | 2336.89 | 2426.85 | 1819.02 | 1949 | 1819.02 | 53.32 |
| | | | | (234) | (201) | (234.87) | 53.32 |
| Int. | 211.98 | 212.34 | 212.05 | 205.65 | 210.87 | 209.46 | 16.55 |
| | | | | (205.65) | (210.87) | (209.46) | 16.55 |
| Int. Day's High (9592.23) | 8565.06 | 8700.00 | 8700.00 | 8700.00 | 8592.23 | (Theodore) | 97.52 |
| Int. High (9592.23) | 8700.00 | 8700.00 | 8700.00 | 8700.00 | 8592.23 | (Theodore) | 97.52 |
| Standard and Poor's | 77.34 | 77.64 | 78.37 | 78.29 | 73.71 | 81.33 | 1.60 |
| | | | | (81.33) | (73.71) | (109.97) | 4.02 |
| 513.22 | 513.21 | 555.91 | 555.91 | 555.91 | 555.42 | 555.91 | 3.52 |
| | | | | (555.91) | (555.42) | (555.91) | 3.52 |
| Int. | 55.35 | 55.84 | 56.84 | 56.84 | 55.35 | 57.37 | 7.33 |
| | | | | (56.84) | (55.35) | (109.97) | 4.02 |
| SE Comp. | 404.71 | 405.84 | 398.40 | 427.30 | 389.47 | 427.30 | 6.84 |
| | | | | (427.30) | (389.47) | (109.97) | 4.02 |
| Int. Comp. | 543.36 | 544.98 | 551.47 | 563.33 | 543.36 | 551.47 | 21.62 |
| | | | | (563.33) | (543.36) | (109.97) | 4.02 |
| RDNG | 1227.14 | 1212.74 | 1203.85 | 1338.05 | 1227.14 | 1212.74 | 54.87 |
| | | | | (1338.05) | (1227.14) | (219.87) | 54.87 |
| NEW YORK ACTIVE STOCKS IN MARKET ACTIVITY | | | | | | | |
| Stocks | Change | High | Low | High | Low | High | Low |
| Int. Div. | 11,113,000 | 39% | -1% | NYSE Inc. | 403,406 | 391,576 | 397,293 |
| Int. Div. | 7,730,700 | 1% | -9% | NYSE | 23,710 | 24,845 | 25,712 |
| Int. Div. | 5,250,000 | 5% | -1% | NYSE | 593,891 | 633,693 | 597,124 |
| Int. Div. | 5,411,000 | 40% | -1% | NYSE | 1,325 | 1,322 | 2,317 |
| Int. Div. | 4,910,000 | 40% | -1% | NYSE | 3,148 | 1,541 | 397 |
| Int. Div. | 4,907,000 | 59% | -1% | NYSE | 1,338 | 991 | 1,620 |
| Int. Div. | 4,250,000 | 5% | -1% | NYSE | 84 | 851 | 750 |
| Int. Div. | 4,187,000 | 59% | -1% | NYSE | 1,338 | 991 | 1,620 |
| Int. Div. | 3,985,700 | 47% | +17% | NYSE | Low | Est. | 68.39 |
| Open Last Change | High | Low | Est. | Open Last Change | High | Low | Est. |

| | | | |
|---------|------|-------|---|
| UWBL | 2.12 | | |
| WBL | 3.64 | - .02 | 4 |
| WagTail | 3.66 | - .12 | 4 |

[illegible]

INDEX FUTURES

[illegible]

| Open-Sale Price | Change | LS |
|-----------------|--------|----|
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| | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 | 2036 | 2037 | 2038 | 2039 | 2040 | 2041 | 2042 | 2043 | 2044 | 2045 | 2046 | 2047 | 2048 | 2049 | 2050 | 2051 | 2052 | 2053 | 2054 | 2055 | 2056 | 2057 | 2058 | 2059 | 2060 | 2061 | 2062 | 2063 | 2064 | 2065 | 2066 | 2067 | 2068 | 2069 | 2070 | 2071 | 2072 | 2073 | 2074 | 2075 | 2076 | 2077 | 2078 | 2079 | 2080 | 2081 | 2082 | 2083 | 2084 | 2085 | 2086 | 2087 | 2088 | 2089 | 2090 | 2091 | 2092 | 2093 | 2094 | 2095 | 2096 | 2097 | 2098 | 2099 | 2100 | 2101 | 2102 | 2103 | 2104 | 2105 | 2106 | 2107 | 2108 | 2109 | 2110 | 2111 | 2112 | 2113 | 2114 | 2115 | 2116 | 2117 | 2118 | 2119 | 2120 | 2121 | 2122 | 2123 | 2124 | 2125 | 2126 | 2127 | 2128 | 2129 | 2130 | 2131 | 2132 | 2133 | 2134 | 2135 | 2136 | 2137 | 2138 | 2139 | 2140 | 2141 | 2142 | 2143 | 2144 | 2145 | 2146 | 2147 | 2148 | 2149 | 2150 | 2151 | 2152 | 2153 | 2154 | 2155 | 2156 | 2157 | 2158 | 2159 | 2160 | 2161 | 2162 | 2163 | 2164 | 2165 | 2166 | 2167 | 2168 | 2169 | 2170 | 2171 | 2172 | 2173 | 2174 | 2175 | 2176 | 2177 | 2178 | 2179 | 2180 | 2181 | 2182 | 2183 | 2184 | 2185 | 2186 | 2187 | 2188 | 2189 | 2190 | 2191 | 2192 | 2193 | 2194 | 2195 | 2196 | 2197 | 2198 | 2199 | 2200 | 2201 | 2202 | 2203 | 2204 | 2205 | 2206 | 2207 | 2208 | 2209 | 2210 | 2211 | 2212 | 2213 | 2214 | 2215 | 2216 | 2217 | 2218 | 2219 | 2220 | 2221 | 2222 | 2223 | 2224 | 2225 | 2226 | 2227 | 2228 | 2229 | 2230 | 2231 | 2232 | 2233 | 2234 | 2235 | 2236 | 2237 | 2238 | 2239 | 2240 | 2241 | 2242 | 2243 | 2244 | 2245 | 2246 | 2247 | 2248 | 2249 | 2250 | 2251 | 2252 | 2253 | 2254 | 2255 | 2256 | 2257 | 2258 | 2259 | 2260 | 2261 | 2262 | 2263 | 2264 | 2265 | 2266 | 2267 | 2268 | 2269 | 2270 | 2271 | 2272 | 2273 | 2274 | 2275 | 2276 | 2277 | 2278 | 2279 | 2280 | 2281 | 2282 | 2283 | 2284 | 2285 | 2286 | 2287 | 2288 | 2289 | 2290 | 2291 | 2292 | 2293 | 2294 | 2295 | 2296 | 2297 | 2298 | 2299 | 2300 | 2301 | 2302 | 2303 | 2304 | 2305 | 2306 | 2307 | 2308 | 2309 | 2310 | 2311 | 2312 | 2313 | 2314 | 2315 | 2316 | 2317 | 2318 | 2319 | 2320 | 2321 | 2322 | 2323 | 2324 | 2325 | 2326 | 2327 | 2328 | 2329 | 2330 | 2331 | 2332 | 2333 | 2334 | 2335 | 2336 | 2337 | 2338 | 2339 | 2340 | 2341 | 2342 | 2343 | 2344 | 2345 | 2346 | 2347 | 2348 | 2349 | 2350 | 2351 | 2352 | 2353 | 2354 | 2355 | 2356 | 2357 | 2358 | 2359 | 2360 | 2361 | 2362 | 2363 | 2364 | 2365 | 2366 | 2367 | 2368 | 2369 | 2370 | 2371 | 2372 | 2373 | 2374 | 2375 | 2376 | 2377 | 2378 | 2379 | 2380 | 2381 | 2382 | 2383 | 2384 | 2385 | 2386 | 2387 | 2388 | 2389 | 2390 | 2391 | 2392 | 2393 | 2394 | 2395 | 2396 | 2397 | 2398 | 2399 | 2400 | 2401 | 2402 | 2403 | 2404 | 2405 | 2406 | 2407 | 2408 | 2409 | 2410 | 2411 | 2412 | 2413 | 2414 | 2415 | 2416 | 2417 | 2418 | 2419 | 2420 | 2421 | 2422 | 2423 | 2424 | 2425 | 2426 | 2427 | 2428 | 2429 | 2430 | 2431 | 2432 | 2433 | 2434 | 2435 | 2436 | 2437 | 2438 | 2439 | 2440 | 2441 | 2442 | 2443 | 2444 | 2445 | 2446 | 2447 | 2448 | 2449 | 2450 | 2451 | 2452 | 2453 | 2454 | 2455 | 2456 | 2457 | 2458 | 2459 | 2460 | 2461 | 2462 | 2463 | 2464 | 2465 | 2466 | 2467 | 2468 | 2469 | 2470 | 2471 | 2472 | 2473 | 2474 | 2475 | 2476 | 2477 | 2478 | 2479 | 2480 | 2481 | 2482 | 2483 | 2484 | 2485 | 2486 | 2487 | 2488 | 2489 | 2490 | 2491 | 2492 | 2493 | 2494 | 2495 | 2496 | 2497 | 2498 | 2499 | 2500 | 2501 | 2502 | 2503 | 2504 | 2505 | 2506 | 2507 | 2508 | 2509 | 2510 | 2511 | 2512 | 2513 | 2514 | 2515 | 2516 | 2517 | 2518 | 2519 | 2520 | 2521 | 2522 | 2523 | 2524 | 2525 | 2526 | 2527 | 2528 | 2529 | 2530 | 2531 | 2532 | 2533 | 2534 | 2535 | 2536 | 2537 | 2538 | 2539 | 2540 | 2541 | 2542 | 2543 | 2544 | 2545 | 2546 | 2547 | 2548 | 2549 | 2550 | 2551 | 2552 | 2553 | 2554 | 2555 | 2556 | 2557 | 2558 | 2559 | 2560 | 2561 | 2562 | 2563 | 2564 | 2565 | 2566 | 2567 | 2568 | 2569 | 2570 | 2571 | 2572 | 2573 | 2574 | 2575 | 2576 | 2577 | 2578 | 2579 | 2580 | 2581 | 2582 | 2583 | 2584 | 2585 | 2586 | 2587 | 2588 | 2589 | 2590 | 2591 | 2592 | 2593 | 2594 | 2595 | 2596 | 2597 | 2598 | 2599 | 2600 | 2601 | 2602 | 2603 | 2604 | 2605 | 2606 | 2607 | 2608 | 2609 | 2610 | 2611 | 2612 | 2613 | 2614 | 2615 | 2616 | 2617 | 2618 | 2619 | 2620 | 2621 | 2622 | 2623 | 2624 | 2625 | 2626 | 2627 | 2628 | 2629 | 2630 | 2631 | 2632 | 2633 | 2634 | 2635 | 2636 | 2637 | 2638 | 2639 | 2640 | 2641 | 2642 | 2643 | 2644 | 2645 | 2646 | 2647 | 2648 | 2649 | 2650 | 2651 | 2652 | 2653 | 2654 | 2655 | 2656 | 2657 | 2658 | 2659 | 2660 | 2661 | 2662 | 2663 | 2664 | 2665 | 2666 | 2667 | 2668 | 2669 | 2670 | 2671 | 2672 | 2673 | 2674 | 2675 | 2676 | 2677 | 2678 | 2679 | 2680 | 2681 | 2682 | 2683 | 2684 | 2685 | 2686 | 2687 | 2688 | 2689 | 2690 | 2691 | 2692 | 2693 | 2694 | 2695 | 2696 | 2697 | 2698 | 2699 | 2700 | 2701 | 2702 | 2703 | 2704 | 2705 | 2706 | 2707 | 2708 | 2709 | 2710 | 2711 | 2712 | 2713 | 2714 | 2715 | 2716 | 2717 | 2718 | 2719 | 2720 | 2721 | 2722 | 2723 | 2724 | 2725 | 2726 | 2727 | 2728 | 2729 | 2730 | 2731 | 2732 | 2733 | 2734 | 2735 | 2736 | 2737 | 2738 | 2739 | 2740 | 2741 | 2742 | 2743 | 2744 | 2745 | 2746 | 2747 | 2748 | 2749 | 2750 | 2751 | 2752 | 2753 | 2754 | 2755 | 2756 | 2757 | 2758 | 2759 | 2760 | 2761 | 2762 | 2763 | 2764 | 2765 | 2766 | 2767 | 2768 | 2769 | 2770 | 2771 | 2772 | 2773 | 2774 | 2775 | 2776 | 2777 | 2778 | 2779 | 2780 | 2781 | 2782 | 2783 | 2784 | 2785 | 2786 | 2787 | 2788 | 2789 | 2790 | 2791 | 2792 | 2793 | 2794 | 2795 | 2796 | 2797 | 2798 | 2799 | 2800 | 2801 | 2802 | 2803 | 2804 | 2805 | 2806 | 2807 | 2808 | 2809 | 2810 | 2811 | 2812 | 2813 | 2814 | 2815 | 2816 | 2817 | 2818 | 2819 | 2820 | 2821 | 2822 | 2823 | 2824 | 2825 | 2826 | 2827 | 2828 | 2829 | 2830 | 2831 | 2832 | 2833 | 2834 | 2835 | 2836 | 2837 | 2838 | 2839 | 2840 | 2841 | 2842 | 2843 | 2844 | 2845 | 2846 | 2847 | 2848 | 2849 | 2850 | 2851 | 2852 | 2853 | 2854 | 2855 | 2856 | 2857 | 2858 | 2859 | 2860 | 2861 | 2862 | 2863 | 2864 | 2865 | 2866 | 2867 | 2868 | 2869 | 2870 | 2871 | 2872 | 2873 | 2874 | 2875 | 2876 | 2877 | 2878 | 2879 | 2880 | 2881 | 2882 | 2883 | 2884 | 2885 | 2886 | 2887 | 2888 | 2889 | 2890 | 2891 | 2892 | 2893 | 2894 | 2895 | 2896 | 2897 | 2898 | 2899 | 2900 | 2901 | 2902 | 2903 | 2904 | 2905 | 2906 | 2907 | 2908 | 2909 | 2910 | 2911 | 2912 | 2913 | 2914 | 2915 | 2916 | 2917 | 2918 | 2919 | 2920 | 2921 | 2922 | 2923 | 2924 | 2925 | 2926 | 2927 | 2928 | 2929 | 2930 | 2931 | 2932 | 2933 | 2934 | 2935 | 2936 | 2937 | 2938 | 2939 | 2940 | 2941 | 2942 | 2943 | 2944 | 2945 | 2946 | 2947 | 2948 | 2949 | 2950 | 2951 | 2952 | 2953 | 2954 | 2955 | 2956 | 2957 | 2958 | 2959 | 2960 | 2961 | 2962 | 2963 | 2964 | 2965 | 2966 | 2967 | 2968 | 2969 | 2970 | 2971 | 2972 | 2973 | 2974 | 2975 | 2976 | 2977 | 2978 | 2979 | 2980 | 2981 | 2982 | 2983 | 2984 | 2985 | 2986 | 2987 | 2988 | 2989 | 2990 | 2991 | 2992 | 2993 | 2994 | 2995 | 2996 | 2997 | 2998 | 2999 | 3000 | 3001 | 3002 | 3003 | 3004 | 3005 | 3006 | 3007 | 3008 | 3009 | 3010 | 3011 | 3012 | 3013 | 3014 | 3015 | 3016 | 3017 | 3018 | 3019 | 3020 | 3021 | 3022 | 3023 | 3024 | 3025 | 3026 | 3027 | 3028 | 3029 | 3030 | 3031 | 3032 | 3033 | 3034 | 3035 | 3036 | 3037 | 3038 | 3039 | 3040 | 3041 | 3042 | 3043 | 3044 | 3045 | 3046 | 3047 | 3048 | 3049 | 3050 | 3051 | 3052 | 3053 | 3054 | 3055 | 3056 | 3057 | 3058 | 3059 | 3060 | 3061 | 3062 | 3063 | 3064 | 3065 | 3066 | 3067 | 3068 | 3069 | 3070 | 3071 | 3072 | 3073 | 3074 | 3075 | 3076 | 3077 | 3078 | 3079 | 3080 | 3081 | 3082 | 3083 | 3084 | 3085 | 3086 | 3087 | 3088 | 3089 | 3090 | 3091 | 3092 | 3093 | 3094 | 3095 | 3096 | 3097 | 3098 | 3099 | 3100 | 3101 | 3102 | 3103 | 3104 | 3105 | 3106 | 3107 | 3108 | 3109 | 3110 | 3111 | 3112 | 3113 | 3114 | 3115 | 3116 | 3117 | 3118 | 3119 | 3120 | 3121 | 3122 | 3123 | 3124 | 3125 | 3126 | 3127 | 3128 | 3129 | 3130 | 3131 | 3132 | 3133 | 3134 | 3135 | 3136 | 3137 | 3138 | 3139 | 3140 | 3141 | 3142 | 3143 | 3144 | 3145 | 3146 | 3147 | 3148 | 3149 | 3150 | 3151 | 3152 | 3153 | 3154 | 3155 | 3156 | 3157 | 3158 | 3159 | 3160 | 3161 | 3162 | 3163 | 3164 | 3165 | 3166 | 3167 | 3168 | 3169 | 3170 | 3171 | 3172 | 3173 | 3174 | 3175 | 3176 | 3177 | 3178 | 3179 | 3180 | 3181 | 3182 | 3183 | 3184 | 3185 | 3186 | 3187 | 3188 | 3189 | 3190 | 3191 | 3192 | 3193 | 3194 | 3195 | 3196 | 3197 | 3198 | 3199 | 3200 | 3201 | 3202 | 3203 | 3204 | 3205 | 3206 | 3207 | 3208 | 3209 | 3210 | 3211 | 3212 | 3213 | 3214 | 3215 | 3216 | 3217 | 3218 | 3219 | 3220 | 3221 | 3222 | 3223 | 3224 | 3225 | 3226 | 3227 | 3228 | 3229 | 3230 | 3231 | 3232 | 3233 | 3234 | 3235 | 3236 | 3237 | 3238 | 3239 | 3240 | 3241 | 3242 | 3243 | 3244 | 3245 | 3246 | 3247 | 3248 | 3249 | 3250 | 3251 | 3252 | 3253 | 3254 | 3255 | 3256 | 3257 | 3258 | 3259 | 3260 | 3261 | 3262 | 3263 | 3264 | 3265 | 3266 | 3267 | 3268 | 3269 | 3270 | 3271 | 3272 | 3273 | 3274 | 3275 | 3276 | 3277 | 3278 | 3279 | 3280 | 3281 | 3282 | 3283 | 3284 | 3285 | 3286 | 3287 | 3288 | 3289 | 3290 | 3291 | 3292 | 3293 | 3294 | 3295 | 3296 | 3297 | 3298 | 3299 | 3300 | 3301 | 3302 | 3303 | 3304 | 3305 | 3306 | 3307 | 3308 | 3309 | 3310 | 3311 | 3312 | 3313 | 3314 | 3315 | 3316 | 3317 | 3318 | 3319 | 3320 | 3321 | 3322 | 3323 | 3324 | 3325 | 3326 | 3327 | 3328 | 3329 | 3330 | 3331 | 3332 | 3333 | 3334 | 3335 | 3336 | 3337 | 3338 | 3339 | 3340 | 3341 | 3342 | 3343 | 3344 | 3345 | 3346 | 3347 | 3348 | 3349 | 3350 | 3351 | 3352 | 3353 | 3354 | 3355 | 3356 | 3357 | 3358 | 3359 | 3360 | 3361 | 3362 | 3363 | 3364 | 3365 | 3366 | 3367 | 3368 |
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| | | | |
|----|-------|--------|--------|
| 80 | 43.60 | 783.20 | 779.65 |
| 82 | 43.60 | | |

| Change | High | Low | Est. vol.Open |
|-----------------------|-------|---------|------------------------|
| 43.20 | | | 300 0,058 |
| | | | schp 2.27 -0.02 -2.30 |
| ■ TOKYO - MOST ACTIVE | | | |
| 0.0 | -70.0 | 18980.0 | 18860.0 21,824 223,416 |

million day.

U.S. Utilities, Financial and Transportation.

Highest and lowest prices reached during the day by each stock unless the index has reached during the day. (The

| | |
|-----------------|-------|
| Fuji Heavy Ind | ----- |
| Toyota Motor | ----- |
| Nippon Steel Co | ----- |
| Fujitsu | ----- |
| Mitsubishi | ----- |
| Murata Secs | ----- |

| | | | |
|--------|-------|-----|---|
| 90738 | BanEx | 20 | 3 |
| 1100 | Bamba | 274 | 1 |
| 207018 | BanEx | 20 | 3 |

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|------------------|-----|----------------------|-------------------|------------------|-----|
| Change
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Prices | Change on
day | |
| 630 | +21 | Mitsubishi Chem ... | 5.2m | 412 | -13 |
| 3530 | +80 | Nippon Credit Bk ... | 5.1m | 241 | -4 |
| 364 | | NEC Corp. | 4.9m | 1540 | +20 |
| 1300 | +10 | Mitsubishi Heavy ... | 4.8m | 842 | +7 |
| 1410 | | Ge-Jo En Kogyo | 4.3m | | |

IBM boost gives way to profit-taking

AMERICAS

A surge in IBM's share price after the company reported strong results following the close on Wednesday, was the main force behind an early rise in the Dow Jones Industrial Average, writes Tracy Carrigan in New York.

However, after a string of strong earnings reports this week the market fell prey to profit-taking.

By noon the Dow had given up most of its early 75

point advance to stand just 8.08 up at 6,821.15.

IBM ended the morning 10% higher at \$153.94, after the computer giant reported earnings per share of \$2.37 for the first three months of 1997, about 10 cents ahead of estimates, and painted a positive outlook for the rest of the year.

Other technology stocks, which had made strong gains on Wednesday, were mixed, but the technology-driven Nasdaq composite index gained 8.52 to 1,235.86. Dell was \$1 higher at \$90.70, and Oracle was \$1.25 up at \$39.

Among the morning's earnings reports, two more US airlines, Southwest Airlines and Delta Air Lines, beat analysts' expectations thanks to strong passenger volume, higher fares and robust cost controls.

Southwest gained 5% to

\$29.75, but Delta lost 2% to \$25.45; share prices of the big airlines had already enjoyed a strong run up when the first positive reports came earlier this week.

Similarly, Procter & Gamble had already enjoyed a strong run, and so fell \$2 to \$123.15 in spite of beating estimates.

Paper stocks were boosted by a positive analysts' report on the price outlook, with Georgia Pacific up 1% at \$77.74 and International Paper up 5% at \$42.94.

Dow Chemical rose 1% to \$51.15 after substantially exceeding estimates. Insurance stocks also performed well after American International Group and the Hartford Group - recently spun off from ITT - beat expectations.

AIG gained \$1 to \$119, while the Hartford added \$1 to \$72.

By the end of the morning session, the broader Standard & Poor's 500 index was up 0.72 at 774.36.

TORONTO ended the morning session in negative territory after Wall Street gave up its early gains.

"There was some solid corporate news around but in the end the trend in New York held sway," said one broker. At the noon calculation, the 300 composite index was off 11.09 at 5,853.10.

Moore Corporation gained \$1 to C\$29.30 in good volume on improved earnings and there were even sharper gains at Canadian National Railways after the transport leader announced that earnings in 1997 were expected to show an improvement. CNR rose C\$2.55 to C\$52.25 and Canadian Pacific improved 20 cents to C\$33.20 in sympathy.

Northern Telecom added 25 cents to C\$98.75, taking its gain over three days to 7 per cent.

Toronto-Dominion Bank was off 85 cents at C\$38.50. In golds, Placer Dome fell 35 cents to C\$22.15.

EUROPE

The writing was on the wall for US stocks yesterday, following better than expected results from IBM. European bourses anticipated the early upturn and tech stocks reflected Wednesday's US upswing in the sector, although there was some subsidence by 17.00 European time when the Dow was some 50 points off its intra-day peak.

FRANKFURT majored on SAP, the software group which created excitement on Tuesday with a 64 per cent jump in profits and then subsided a little. The pre-fest climbed DM12 to DM31.10, up 9 per cent this week.

The Dax index closed 28.62 higher at an 1815.10, indicating 3,896.49, also supported by lower than expected inflation data. Brokers noted a number of US orders for SAP. Investors also bought back Siemens, up DM2.45 to DM90.45 after a 3.2 per cent fall on Wednesday's flat profits.

Brokers' recommendations lifted Linde, the forklift leader, by DM38 to DM121.00 and SGL Carbon by DM6.50 to DM35.50 after a 3.5 per cent fall on Wednesday's flat profits.

Merrill Lynch initiated coverage in SGL as a buy.

PARIS swung back gently from a four-day slide of more than 100 points. Volume was below average at 9.4m shares.

ASIA PACIFIC

Most markets traded quietly following Wall Street's neutral overnight performance. COLOMBO saw a second straight day of profit-taking after its sharp climb over the previous month and the all-share index slid 15.28 or 2 per cent to 780.32.

Analysts noted that the index had climbed almost 23 per cent since the start of the year, driven by improved investor sentiment and that the market was overdue for a correction.

Turnover was busy at Rs109m. Bogawantalawa Plantations fell Rs2 to Rs38 and Commercial Bank came off Rs10 to Rs200.

TOKYO edged down on mutual fund selling after strong early gains although selected blue chips, led by carmakers, posted record advances, writes Gwen Robinson.

The Nikkei 225 average fell 37.40 to 18,688.07 after moving between 18,654.87 and 18,982.70. Traders said equities could be entering a brief consolidation phase following their recent gains.

Sentiment, cautious on the last trading day for April delivery, was dampened further by reports that the government would resume public selling of its remaining stake in NTT, the telecommunications giant.

Some carmakers reached record highs. Toyota peaked at Y8,570 in intra-day trading before closing Y90 higher at Y3,530. After the close, Toyota announced it plans to conduct a ¥100bn share buy-back, it had said earlier in the week that it would introduce a stock option system for managers.

Fuji Heavy Industries, the day's most active stock, climbed Y21 to Y630 in 12m shares; this week, the company announced an upward revision to its earnings forecast. Bridgestone added Y50

to Y2,600 after a year's high of Y2,650.

Blue chips were mixed. Among those posting record advances were Fuji Photo Film, up Y160 to Y4,740 after hitting Y4,550. Canon rose Y30 to Y2,590 after reaching Y2,990. Sony, however, fell Y70 to Y9,080. Among high-technology issues, Advantest shed Y130 to Y6,650 and Tokyo Electron Y10 to Y4,780.

Nomura Securities was the only one of the big four brokers to resist selling pressure, after Moody's Investors Service yesterday placed Yamaichi's debt rating under review for possible downgrading. Yamaichi fell Y6 to Y364. Daiwa shed Y15 to Y887 and Nikko Y9 to Y706. Nomura, however, gained Y20 to Y1,410 on a continuing positive response to Tuesday's announcement of a sweeping management reshuffle.

The Topix index of all first-section stocks shed 1.70 to 1,419.08 and the capital-weighted Nikkei 300 was down 0.09 at 2,749.9. Volume eased from 550m shares to an estimated 453m. Declines led advances by 654 to 443 with 182 unchanged.

In Osaka, the OSE average added 44.21 to 19,882.18 and volume increased to 25.4m.

all-equity at FF6.50 after news of a debt restructuring deal and a forecast return to operating profits next year.

AMSTERDAM made further progress, helped another round of aggressive buying at Philips. The AEX index ended up 4.22 at 763.16.

Philips rose F11.50 to F198.50 in 6.8m shares traded for a two-day advance of more than 8 per cent in the wake of Wednesday's upbeat first quarter results and progress report.

Alko Nobel was also in demand, rising F16.70 to F1271.7 ahead of today's earnings statement. KLM, hit by a sharp profits setback at Maastricht, the airline's charter offset, tumbled F1.40 to F156.20.

Smaller techs stocks were a feature. Beas rose F14.30 to F1101.70 following strong results and an upgrade to outperform from Morgan Stanley.

ASM Lithography gained F14.50 to F144.50 after the company saw its share of the world waferstepper market expanding to 30 per cent within three years.

MILAN could find little cause for celebration ahead of the three-day holiday weekend, and the Comit index fell 7.10 to 764.98. The market was depressed by the European Commission's forecast that Italy would miss budget deficit targets,

FTSE Actuaries Share Indices

| Apr 24 | | Apr 23 | | Apr 22 | | Apr 21 | | Apr 18 | |
|----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Index | Change | Index | Change | Index | Change | Index | Change | Index | Change |
| FTSE 100 | 2204.61 | 2204.71 | 2204.34 | 2205.06 | 2205.02 | 2207.48 | 2208.04 | 2208.04 | 2208.04 |
| FTSE 250 | 2237.77 | 2237.77 | 2237.77 | 2238.04 | 2238.21 | 2239.21 | 2239.21 | 2239.21 | 2239.21 |

which would exclude it from becoming a founder member of monetary union. Expectations of an imminent cut in interest rates also waned on the view that the Bank of Italy may now delay a move until next month.

Flat gave up an early advance to finish L158 lower at L5,429 as investors awaited first quarter figures. Analysts cautioned that sales data would be distorted by the government's car sales incentive scheme.

ZURICH continued into record territory, the SMI index rising 55.00 to 4,836.10.

In pharmaceuticals, a Sfr39 rise to Sfr1,923 in Novartis was attributed to short-covering, with about Sfr10 of the rise coming in the final few minutes.

Banks and insurers saw a fresh spate of orders. UBS gained Sfr12 to Sfr1,834 and SBC gained 4.50 to Sfr1,500.

Speculation that Alusuisse could sell its Lonza division to Ems Chemie helped to push both higher. Alusuisse

SKR192, the forestry group, SKR4.50 better at SKR106.50 on a 54 per cent profit drop; and SSAB, the steelmaker, up SKR10 or 7.5 per cent to SKR142 on a 45 per cent drop in first quarter earnings per share.

STOCKHOLM's forestry analysts took the Stockholm line that Stora's results were better than expected, and domestic forestry stocks like UPM-Kymmene and Metsa-Serla reaped the benefit, rising by FMS to FMS120 and by FMI.70 to FMS8.50 respectively as the Hest index closed 32.78 higher at 2,894.41.

Nokia registered the IBM influence with a gain of FMA at FMS36 ahead of its own quarterly next week.

ISTANBUL tumbled 4.9 per cent as the market returned after a six and a half day holiday, with many investors convinced that the coalition government of the Islamist prime minister, Mr Necmettin Erbakan, was about to collapse.

The IM5K National-100 index, down 7.3 per cent early in the day, recovered some of the loss to close 75 lower at 1,457. Analysts noted that the fall was exacerbated by a shortage of liquidity.

The other quarterlies included Scania, the truckmaker, with first quarter profits almost halved but the shares SKR3.50 higher at

Written and edited by William Cochrane, Michael Morgan and Jeffrey Brown

Colombo pulls back after sharp month-long rally

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shares. In London, the ISE/Nikkei 50 index gained 3.97 at 1,514.52.

DHAKA added to Wednesday's 5.2 per cent plunge with another fall of 3 per cent as small investors dumped shares after the central bank's warning earlier in the week about the parlous state of the banking sector. The DSE index fell 31.87 to 1,022.2.

On Tuesday, the central bank governor warned that the domestic banking sector was on the verge of collapse due to the huge accumulation of bad loans.

SINGAPORE featured Singapore Telecommunications which tumbled to an intra-day all-time low on

news that a rival mobile phone service had grabbed almost 10 per cent of the local market. The shares, however, finished 8 cents lower at \$2.54 having recovered from \$2.50.

The broad market was also weak in response to revisions of the key index component stocks and the Straits Times Industrial index finished 14.63 down at 2,020.17, up from a low of 2,000.44.

KUALA LUMPUR recouped some ground but still finished on Thursday with losses, as underlying bearishness after recent declines kept buyers at bay. The composite index finished 13.07 lower at 1,096.53.

but volume was very thin at 176m shares. Analysts noted that Malaysian stocks had been buffeted over the past month by concerns over stricter property and share purchase loans.

TAIPEI pushed higher for the fourth day running with the focus switching to financial stocks. Turnover stayed brisk at T\$145bn and the weighted index ended 52.29 or 0.6 per cent better at 8,629.23.

Financials, which had lagged behind in recent sessions, jumped 3 per cent as a sector, with the "Big Three" state-run banks surging in reaction to the government's privatisation programme.

Chang Hwa Bank gained T\$7.50 to T\$123 while both First Commercial and Hua Nan Bank rose by the daily 7 per cent limit to T\$124 and T\$118 respectively.

Electronics, up sharply on Wednesday, succumbed to profit-taking. Taiwan Semiconductor came off T\$2.50 to T\$98.

MANILA failed to sustain early gains, closing slightly lower as investors took profits. In weak turnover the composite index ended 7.23 lower at 2,906.33.

Empire East and Megaworld Properties, hit severely recently by rumours of default, continued to rally. Empire gained 1.05 pesos to 5.80 and Megaworld 0.90 pesos to 5.70.

Sao Paulo advances

SAO PAULO traded higher in early trade after the planning minister expressed confidence that the sale of the mining conglomerate, CVRD, would go ahead on April 29 as planned in spite of legal challenges. At mid-session the Bovespa index was 60 higher at 9,694.

Analysts noted, however, that the advance was muted by the government's defeat in the Chamber of Deputies when it failed to muster enough votes to add an amendment to its civil

service reform bill. MEXICO CITY moved lower in quiet trading, depressed by dull corporate earnings and a weak start for the peso. At mid-session, the IPC index was off 36.56 at 3,790.46.

Telmex eased 10 centavos to 16.58 pesos ahead of what dealers expected to be relatively strong results, but there was no lack of disappointment elsewhere. Televisa and Maseca shed 2 pesos to 87 pesos to 16 centavos to 7.70 pesos respectively.

South Africa extends gains

Shares stayed on the upside in Johannesburg, underpinned by a strong rally in industrial bonds and another solid day for industrial shares.

The all-share index closed up 10.8 at 3,425.4 in good two-way trading to extend its rally to five days.

Bond yields declined to their lowest level since the second week of March, with the afternoon session dominated by London-led buying. The brighter mood was over on the industrial pitches. South African Breweries was a dull spot, dipping R1 to R131.75.

Golds stayed lacklustre in the absence of an upturn for the bullion price which stuck to the \$340 level at the local fixings. The golds index finished little changed at 1,230.5, up 1.3.

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FT/S&P ACTUARIES WORLD INDICES

The FT/S&P Actuaries World Indices are owned by FTSE International Limited, Goldman, Sachs & Co. and Standard & Poor's. The indices are compiled by FTSE International and Standard & Poor's in conjunction with the Faculty of Actuaries and the Institute of Actuaries. The FT/S&P Actuaries Ltd. is a co-venturer of the indices.

| NATIONAL MARKETS | | WEDNESDAY APRIL 23 1997 | | | | | TUESDAY APRIL 22 1997 | | | | | DOLLAR INDEX | | | | |
|--------------------------|---------|-------------------------|---------|---------|--------------|----------|-----------------------|--------------|----------|---------|--------------|--------------|---------|--------------|---------|--|
| Index | Change | US Dollar Index | Yen | DM | Local | Yen | DM | Local | Yen | DM | Local | Yen | DM | Local | | |
| Index | % | Starting | Index | Index | % chg on day | Starting | Index | % chg on day | Starting | Index | % chg on day | Starting | Index | % chg on day | | |
| Australia (70) | 224.14 | 1.0 | 204.70 | 178.58 | 191.86 | 1.1 | 3.98 | 221.87 | 201.04 | 177.06 | 197.47 | 198.70 | 225.77 | 188.44 | 230.01 | |
| Austria (24) | 183.32 | 0.7 | 187.42 | 145.14 | 183.14 | 0.8 | 1.58 | 181.58 | 164.82 | 165.15 | 161.89 | 161.83 | 184.04 | 170.71 | 187.49 | |
| Belgium (29) | 230.58 | 0.5 | 218.02 | 190.50 | 213.59 | 0.5 | 5.42 | 228.27 | 212.27 | 188.26 | 215.69 | 181.83 | 207.23 | 156.81 | 175.81 | |
| Canada (20) | 241.12 | 1.4 | 220.21 | 182.22 | 214.69 | 471.75 | 1.4 | 1.16 | 237.79 | 215.37 | 186.86 | 211.55 | 185.24 | 124.23 | 155.36 | |
| Denmark (114) | 188.38 | 0.5 | 170.22 | 145.58 | 185.93 | 188.14 | 0.3 | 2.07 | 185.22 | 180.03 | 147.98 | 163.04 | 167.59 | 208.31 | 154.12 | |
| Finland (52) | 230.81 | 0.5 | 235.52 | 207.63 | 221.21 | 220.13 | 0.8 | 1.58 | 235.58 | 219.26 | 186.26 | 219.26 | 186.26 | 186.26 | 186.26 | |
| France (81) | 250.92 | 1.4 | 229.02 | 188.55 | 223.29 | 271.38 | 1.1 | 1.88 | 247.33 | 224.01 | 197.20 | 220.33 | 209.55 | 250.08 | 192.21 | |
| Germany (69) | 230.12 | 1.4 | 182.78 | 168.21 | 187.85 | 191.24 | 0.6 | 2.67 | 209.81 | 190.02 | 167.35 | 186.65 | 150.25 | 226.85 | 184.72 | |
| Hong Kong (89) | 450.00 | 0.9 | 418.32 | 385.11 | 407.74 | 485.57 | 0.8 | 3.30 | 418.32 | 385.11 | 376.86 | 407.74 | 485.57 | 174.37 | 174.37 | |
| Indonesia (27) | 232.86 | 1.2 | 212.69 | 185.63 | 207.30 | 345.57 | 1.2 | 1.58 | 230.08 | 206.38 | 183.24 | 204.68 | 341.43 | 447.55 | - | |
| Israel (16) | 331.09 | -0.4 | 302.38 | 283.94 | 294.79 | 301.58 | 0.1 | 3.16 | 325.37 | 301.03 | 282.12 | 295.86 | 341.31 | 343.36 | 270.08 | |
| Italy (58) | 277.79 | 0.3 | 281.18 | 268.98 | 275.16 | 111.88 | 0.2 | 2.15 | 277.79 | 268.98 | 268.98 | 275.16 | 111.88 | 407.05 | - | |
| Japan (148) | 116.83 | 1.2 | 105.91 | 92.10 | 102.88 | 92.10 | 1.1 | 0.25 | 114.17 | 103.40 | 97.07 | 101.57 | 97.07 | 106.85 | 107.57 | |
| Malaysia (107) | 547.75 | -0.6 | 500.24 | 438.95 | 487.83 | 526.89 | -0.6 | 1.21 | 550.90 | 498.95 | 434.40 | 491.00 | 530.00 | 588.08 | 512.47 | |
| Mexico (27) | 1279.27 | 0.2 | 1258.84 | 1099.53 | 1227.89 | 1187.74 | 0.3 | 1.16 | 1358.44 | 1088.65 | 1087.99 | 1224.52 | 1140.01 | 1454.55 | 1283.01 | |
| Netherlands (19) | 351.54 | 1.1 | 321.05 | 280.24 | 292.56 | 300.05 | 1.2 | 2.23 | 321.05 | 280.24 | 280.24 | 292.56 | 300.05 | 172.78 | 172.78 | |
| New Zealand (14) | 85.23 | 0.1 | 77.84 | 67.95 | 75.88 | 85.29 | 0.2 | 4.35 | 85.16 | 77.13 | 67.95 | 75.76 | 65.11 | 94.60 | 81.68 | |
| Norway (41) | 301.14 | 0.4 | 275.02 | 240.08 | 288.09 | 287.82 | -0.2 | 2.12 | 300.00 | 271.71 | 239.30 | 268.99 | 268.99 | 321.23 | 249.51 | |
| Philippines (22) | 177.20 | 2.1 | 181.53 | 141.28 | 157.78 | 222.83 | 2.0 | 0.77 | 177.20 | 141.28 | 141.28 | 157.78 | 222.83 | 222.83 | 222.83 | |
| Singapore (43) | 270.30 | -0.3 | 246.85 | 202.85 | 202.21 | 252.89 | 0.5 | 1.12 | 246.85 | 202.85 | 202.85 | 202.21 | 252.89 | 252.89 | 252.89 | |
| South Africa (44) | 358.04 | 0.1 | 338.98 | 285.43 | 318.75 | 347.92 | 0.1 | 2.42 | 357.65 | 328.61 | 285.27 | 318.16 | 347.98 | 374.47 | 347.47 | |
| Spain (85) | 227.49 | 1.5 | 207.78 | 181.36 | 202.52 | 248.90 | 1.3 | 2.63 | 207.78 | 181.36 | 181.36 | 202.52 | 248.90 | 248.90 | 248.90 | |
| Sweden (48) | 217.14 | 0.4 | 208.02 | 182.54 | 171.56 | 471.50 | -0.1 | 2.21 | 217.14 | 182.54 | 171.56 | 471.50 | 471.50 | 471.50 | 471.50 | |
| Switzerland (38) | 264.82 | 0.2 | 241.95 | 211.18 | 235.85 | 240.01 | 0.6 | 1.38 | 254.48 | 229.32 | 210.95 | 232.57 | 228.64 | 284.28 | 242.84 | |
| Taiwan (43) | 81.61 | -0.5 | 74.52 | 65.08 | 72.85 | 82.54 | -0.5 | 3.78 | 81.61 | 74.52 | 65.08 | 72.85 | 82.54 | 82.54 | 82.54 | |
| United Kingdom (211) | 228.37 | 0.1 | 228.80 | 228.90 | 228.27 | 228.80 | -0.9 | 3.78 | 228.37 | 228.80 | 228.80 | 228.27 | 228.80 | 228.80 | 228.80 | |
| USA (853) | 213.22 | -0.1 | 228.18 | 249.70 | 279.56 | 313.29 | -0.1 | 1.38 | 213.22 | 249.70 | 279.56 | 313.29 | 313.29 | 313.29 | 313.29 | |
| Americas (824) | 288.69 | 0.0 | 297.83 | 228.55 | 255.23 | 241.49 | 0.0 | 1.26 | 296.74 | 228.70 | 228.72 | 255.09 | 241.25 | 305.45 | 233.09 | |
| Europe (728) | 245.51 | 0.5 | 224.21 | 195.71 | 218.58 | 228.05 | 0.6 | 2.76 | 240.29 | 221.28 | 194.81 | 217.37 | 227.07 | 248.71 | 201.70 | |
| North America (150) | 288.59 | 0.6 | 332.03 | 288.93 | 323.88 | 358.12 | 0.1 | 2.03 | 332.03 | 327.48 | 288.93 | 321.57 | 358.12 | 358.12 | 358.12 | |
| Pacific Basin (820) | 184.52 | 1.3 | 182.52 | 107.23 | 117.75 | 105.52 | 1.0 | 1.32 | 184.52 | 107.23 | 107.23 | 117.75 | 105.52 | 104.49 | 147.07 | |
| Europe-Pacific (1500) | 180.78 | 0.7 | 185.11 | 144.12 | 160.85 | 181.79 | 0.9 | 1.15 | 180.78 | 144.12 | 144.12 | 160.85 | 181.79 | 181.79 | 181.79 | |
| North America (787) | 205.45 | 0.0 | 208.98 | 243.50 | 271.83 | 304.36 | 0.0 | 1.94 | 208.98 | 243.50 | 243.50 | 271.83 | 304.36 | 304.36 | 304.36 | |
| Europe Asia UK (815) | 218.50 | 0.8 | 200.74 | 173.22 | 185.68 | 206.43 | 0.8 | 2.17 | 218.50 | 173.22 | 173.22 | 185.68 | 206.43 | 206.43 | 206.43 | |
| Pacific Asia Japan (289) | 204.58 | 0.5 | 209.03 | 204.94 | 202.25 | 225.39 | 0.8 | 2.57 | 203.23 | 205.40 | 204.94 | 202.25 | 225.39 | 225.39 | 225.39 | |
| World Ex. US (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.14 | 0.7 | 188.17 | 148.50 | 183.23 | 155.36 | 0.8 | 2.42 | 184.14 | 148.50 | 148.50 | 183.23 | 155.36 | 155.36 | 155.36 | |
| World Ex. Japan (1824) | 184.1 | | | | | | | | | | | | | | | |

NASDAQ NATIONAL MARKET[illegible][illegible]

| | | | | | | |
|-----------------------------|------|------|------|------|------|------|
| Wells Fargo | 35 | 867 | 51% | 31 | 31% | +1% |
| Windsor L | 0.28 | 12 | 9 | 12% | 15% | +2% |
| Wideman | | 25 | 263 | 22% | 22% | 25% |
| Worldwide | 0.40 | 15 | 1066 | 18% | 17% | 17% |
| WPP ADR | 0.10 | 22 | 103 | 40% | 40% | 40% |
| Wyman-Goh | 0.40 | 28 | 113 | 22% | 21% | 21% |
| | | | | | | -3% |
| <p>- X - Y - Z -</p> | | | | | | |
| Xerox-C | | 2032 | 2767 | 52 | 48% | 51% |
| Xerox | | 1303 | 3369 | 84 | 67% | 6% |
| Xerox Corp | | 30 | 446 | 8.5 | 40% | 31% |
| Yellow | | | 6158 | 107% | 29% | 29% |
| York Tech | | 14 | 1050 | 7 | 68% | 7 |
| Zion-Bank | 1.76 | 16 | 331 | 15% | 114% | 115% |
| | | | | | | +1 |

growth companies sold with International
stock through EASDAQ Members. EASDAQ

| Old price | Change on day | Volume | High | Low |
|------------|---------------|--------|-------|--------|
| US\$84.67 | -0.825 | 260 | 12.25 | 8.75 |
| US\$11.675 | | 41620 | 32.75 | 10.375 |
| US\$15.125 | | 1600 | | 6.825 |
| US\$12.5 | | 0 | 6.125 | 4.25 |

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[illegible]